

CITY OF
WOLVERHAMPTON
COUNCIL

Children, Young People and Families Scrutiny Panel

13 October 2021

Time 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny
Venue Council Chamber

Membership

Chair Cllr Rita Potter (Lab)
Vice-chair Cllr Adam Collinge (Con)

Labour

Cllr Clare Simm
Cllr Paul Sweet
Cllr Qaiser Azeem
Cllr Christopher Burden
Cllr Val Evans
Cllr Jaspreet Jaspal
Cllr Asha Mattu
Cllr Gillian Wildman

Conservative

Cllr Wendy Dalton
Cllr Stephanie Haynes

Co-opted Members

Cyril Randles Church of England – Lichfield Board of Education Representatives

Wolverhampton Youth Council

Quorum for this meeting is four Voting Members.

Information for the Public

If you have any queries about this meeting, please contact the Democratic Services team:

Contact Earl Piggott-Smith
Tel/Email Tel: 01902 551251 or earl.piggott-smith@wolverhampton.gov.uk
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Agenda

Part 1 – items open to the press and public

Item No. *Title*

- 1 **Welcome and Introductions**
[The Chair to welcome everyone to the meeting. The Scrutiny Officer will then read out a list of those invited to the meeting to confirm who is in attendance.]
- 2 **Meeting procedures to be followed**
[The Chair will explain how the meeting will proceed, how questions are to be asked and any matters of meeting etiquette.]

MEETING BUSINESS ITEMS

- 3 **Apologies**
- 4 **Declarations of interest**
- 5 **Minutes of the previous meeting (14 July 2021)** (Pages 3 - 16)
[To approve the minutes of the previous meeting as a correct record]

DISCUSSION ITEMS

- 6 **Feedback on the outcomes and lessons learnt from the Yo! Summer Festival programme** (Pages 17 - 30)
[Andrew Wolverson, Head of Service Children's Strategy and Partnership, to present report]
- 7 **SEND Update (report to follow)**
[Brenda Wile, Deputy Director of Education, Helen Bakewell, Head of Inclusion and Empowerment and Sarah Baker – Voice of Parents to present report]
- 8 **Transforming Children Services programme, vision and annual report 2020-2021** (Pages 31 - 84)
[Emma Cleary, Programme Manager, to present report]
- 9 **Children, Young People and Families Scrutiny Panel 2021-2022 Draft Work programme** (Pages 85 - 96)
[Earl Piggott-Smith, Scrutiny Officer, to present report]

Children, Young People and Families Scrutiny Panel

Appendix Item No: 5

Minutes - 14 July 2021

Attendance

Members of the Children, Young People and Families Scrutiny Panel

Cyril Randles
Cllr Rita Potter (Chair)
Cllr Qaiser Azeem
Cllr Christopher Burden
Cllr Adam Collinge (Vice-Chair)
Cllr Wendy Dalton
Cllr Stephanie Haynes
Cllr Gillian Wildman

Members of the Children, Young People and Families Scrutiny Panel in attendance via Teams

Cllr Clare Simm
Cllr Paul Sweet
Cllr Val Evans
Cllr Asha Mattu
Cllr Jaspreet Jaspal

Co-opted Members (5)

Cyril Randles
Wolverhampton Youth Council

Church of England – Lichfield Board of
Education Representatives

In Attendance

Cllr Dr Michael Hardacre, Cabinet Member for Education, Skills and Work
Cllr Beverley Momenabadi, Cabinet Member for Children and Young People

Employees

Earl Piggott-Smith
Emma Bennett
Alison Hinds
Phil Leivers
Jennifer Rogers
Brenda Wile
Julia Cleary
Martin Stevens

Scrutiny Officer
Executive Director of Families
Deputy Director of Children's Social Care
Head of Education Excellence
Principal Social Worker (Interim)
Deputy Director of Education
Scrutiny and Systems Manager
Scrutiny Officer

Part 1 – items open to the press and public

Item No. *Title*

1 Welcome and Introductions

Cllr Rita Potter, Chair, welcomed everyone to the meeting and advised it was also being live streamed to the press and public. Cllr Potter advised that she was not expecting any exempt or restricted items on the agenda. A recording of the meeting would be available for viewing on the Council's website at a future date.

2 Meeting procedures to be followed

Cllr Potter explained the protocol to be followed during the meeting for asking questions and reminded everyone that microphones should be muted and cameras off unless they have been invited to speak.

3 Apologies

There were no apologies recorded for the meeting.

4 Declarations of interest

There were no declarations of interest recorded.

5 Minutes of the previous meeting (10 March 2021)

That the minutes of the meeting held on 10 March 2021 be approved as a correct record.

6 Education Excellence Strategy (pre-decision scrutiny)

The Chair invited Cllr Mike Hardacre, Cabinet Member for Education, to introduce the report.

The Cabinet Member thanked the panel for the opportunity and advised that the draft strategy is presented for both scrutiny and challenge. The views of the panel were sought to ensure that the approach to the development of the strategy document was appropriate.

The Cabinet Member highlighted that the strategy document should be seen in the context of a background of continuing and improving educational success in Wolverhampton schools. The Cabinet Member commented on the increase in the number of the number of schools rated as being either 'good' or 'outstanding'.

There is an expectation that the number of schools rated as 'requiring improvement' will be reduced further in the future. The Cabinet Member advised the Panel that the local authority has a duty to monitor the effectiveness of schools. The Cabinet Member commented on the positive working relationship with schools.

The Chair invited Phil Leivers, Head of Service Educational Excellence, to introduce the presentation.

The Head of Service outlined the background to the development of the strategy and how it links to the priorities detailed in the Relighting Our City Plan. The Head of Service commented on the importance of improving the opportunities for young people, both in their school environment, but also when they leave school and move on into further and higher education and employment.

The current strategy replaces the previous School Improvement and Governance Strategy which has had a positive impact on educational results and standards in the

City. The Educational Excellence Strategy intends to build on this success and has been extended to cover Early Years settings.

The Head of Service advised the panel that the service has consulted with school representatives to get their views on what elements of the current strategy should be kept and areas where changes are needed. The work was informed by several task and finish groups that included representation from the leaders in the early years, settings, and school heads. The approach to involve schools at the early stages of developing the strategy was welcomed in the reported feedback on the process.

The strategy will be presented to Cabinet for final approval before it is launched formally in September 2021. The Head of Service outlined the support that would be offered to schools based on their category and the criteria that would be used to determine this. All schools would get a minimum of one day of support from a School Improvement Adviser.

The Head of Service outlined further changes when compared to the previous strategy, for example a specific reference to offering induction to newly appointed Headteachers. The findings will be reported to the Regional Schools Commissioner and Ofsted for those schools whose educational performance is of significant concern. In such circumstances the Council might contact a high performing school to offer some support to a lower performing school.

The service is developing a performance dashboard to monitor maintained schools jointly with colleagues. The dashboard is primarily for use by headteacher, business managers and school governors as a compliance management tool. The dashboard will be regularly updated, and the information used to prioritise support offered to schools and will be made available to academies.

The Head of Service gave further details of the support that would be offered to teachers who are new to headship or those teachers who have moved into a Wolverhampton school from outside the city. The programme will also aim to support deputy heads as part of their preparation to apply for a future headship position. This is an important part of the overall succession planning which is necessary to maintain strong leadership in schools.

The Chair thanked the presenter and invited Brenda Wiles, Deputy Director of Education, to make a few comments before asking panel members to comment and or ask questions about the strategy.

The Deputy Director of Education commented on the positive view of the process in developing the strategy and highlighted the close working relationships between headteachers and the local authority during the process. This positive close working relationship is reflected in their role in developing the strategy document. The service is aware of the impact that the pandemic has had on children and young people in the city, and teaching and the non-teaching staff. The strategy is a good overarching document to begin the process of addressing gaps in learning over the next three years. The Deputy Director of Education endorsed the strategy and rated it highly when looking back over her career in education.

The Chair thanked the Deputy Director of Education for her comments and invited panel members to comment and or ask questions.

The panel were supportive of collaborative working and focus on building on good partnership arrangements during the development of the strategy.

Cllr Adam Collinge highlighted the important contribution and influence of community settings on educational outcomes of children and young people.

Cllr Collinge queried the role in school improvement advisors, and the teams around schools and wanted reassurance that schools will be able to act as critical friends to the Council if they do identify issues within the local community which is affecting the education setting and that there is process for reporting such concerns.

The Cabinet Member commented on the decision to bring together children's service and education under a single director in recognition of creating a whole system approach to supporting children, young people and their families. The Cabinet Member accepted the importance of close working relations between schools and community support networks and the adoption of a whole system approach. The Cabinet Member commented on the benefits of bringing two previously separate leadership teams together into one leadership team.

Cllr Adam Collinge welcomed the commitment from the Council to listen and engage with local schools in order to strengthen relationships. The Deputy Director of Education commented that schools were not just seen as education providers, but equivalent to also like the contribution of other key partners such as health, who are members of a reference group. The group meet regularly to talk about the different challenges, which covers safeguarding issues. The Deputy Director of Education commented on the work of local strengthening family hubs and added that a key priority will be to build on the relationships between the network of these hubs and schools.

Cllr Adam Collinge queried the process for reviewing progress and educational outcomes and suggested that the strategy would benefit from setting smart targets for schools which set out what the Council expect them to achieve. The Cabinet Member commented on the work done to encourage schools and create opportunities to work with the Council to respond to the different challenges they face.

The Head of Service Educational Excellence commented on the importance of smart targets, which have been discussed with the Deputy Director of Education, in addition to performance targets schools have set for themselves. The service wants to progression on the improvement journey. At present 87 per cent of Wolverhampton schools are rated as being either 'good' or 'outstanding'. The Head of Service Educational Excellence commented that would like to see all schools rated as either 'good' or 'outstanding', but they may not all reach 100 per cent rating at the same time. A more realistic to aim would be to achieve 90 per cent of schools rated as either 'good' or 'outstanding'.

The panel agreed that a progress report could be presented to a future meeting of the panel following the planned review detailed in the presentation.

The Head of Service Educational Excellence advised the panel that an annual report on the impact and progress of the strategy is being drafted and should be completed in January 2022.

The annual report alongside the school examination results data could also be presented to the panel for discussion and comment.

Cllr Adam Collinge commented on the importance of listening to the voice of students when developing the strategy document. The Head of Service Educational Excellence reassured the panel that when performance reviews of schools are done this will involve talking to the children and young people about their learning experience and if they feel safe in school.

Cabinet Member, Children Cllr Beverley Momenabadi, commented on the important role of school governors in holding schools to account and the training and support offered by the Council to be a critical friend. The Cabinet Member thanked the Head of Service Educational Excellence and Cabinet Member for Education for their contributions to the development of the strategy.

Cllr Wendy Dalton queried the lack of references in the strategy document to SEND training and support offered to schools. The Deputy Director of Education agreed to note the comment and report back to the panel. The Deputy Director commented that there is a separate SEND strategy document and reassured the panel that Council while prioritising academic outcomes there is also a focus on assessing how inclusive schools are in welcoming children with special needs and the progress made. In addition, the Council also has school improvement advisers who focus on reviewing the provision of SEND and inclusion in schools.

The Council has responsibility for supporting SEND children and young people.

The panel suggested that a report on the service and the current offer, and the training offered to schools to support children SEND be added to the agenda for a future panel meeting. The Deputy Director of Education agreed to look at the issue and report back the findings to a future meeting.

Cllr Wendy Dalton expressed concerns about the lack of educational psychologists and the impact that this is having on parents needing support.

The Director of Children's and Adults Services advised the panel that there was no shortage of education psychologists in Wolverhampton and the current resource compares well with other local authorities. The service has however experienced an increase in demand arising from referrals for Education, Health and Care (EHC) plans, where education psychologists would be involved in the assessment and review process. The service is offered as an additional option which schools can choose to purchase as it is not a statutory service.

In addition, the Council also provides support to schools in managing issues around social and emotional behaviours among children and young people, which is supported by the work of the educational psychology service.

The Chair of the panel queried if there was a reference in the strategy document to mitigating against the effects of any future disruptions to children's education as a

result of Covid 19. There was also concern about the support offered to children that may be affected by having to learn remotely.

The Deputy Director for Education responded that the service has been impressed by the quality and improvements in the school remote learning packages over the past 16 months. In addition, there is evidence that schools are ready to adopt a blended approach to education where children have been sent home to self-isolate. In this situation children have been able to continue their learning. The Deputy Director of Education added that the Head of Service Educational Excellence leads the development of an extensive assessment package to understand the progress made by every child in terms of their learning. The package also includes an assessment of the social and emotional impact of the disruption caused by Covid 19 to children and young people.

The Deputy of Director of Education commented that in a recent meeting with the Head of Service Educational Excellence it was reported that findings from teacher assessments for reading development for children across Wolverhampton show an improvement. The findings suggest that some parents have been able to spend time reading with their children which has contributed to the progress. However, there is also an acceptance that some children have missed out on the curriculum and would have benefited from being in a school setting rather learning remotely at home.

Helen, a member of Wolverhampton Youth Council, expressed concerns about the actions taken by schools in preparation for a visit by Ofsted inspectors and the view that pupils are manipulated to behave in a certain way during the period which gives an unreliable picture. There was concern that inspectors do not get to see the actual behaviour of students and as a result their report will not lead to the necessary recommendations which can lead to an improved situation.

The Deputy Director of Education welcomed the comment and agreed that Ofsted judgements are limited in the areas inspected. However, the panel were reassured that when local authority reviews take place, they will cover issues such as student behaviour in addition to reviewing academic outcomes of a school.

Cllr Stephanie Haynes, queried work done to measure the effects on children who have had to study remotely, and the disruption caused by Covid 19 cases and restrictions in schools, and specifically what was being done to measure the social effects of children learning remotely. Cllr Haynes highlighted concern that for some children the home is not a safe place and impact on children in a 'bubble' being sent home in response to a Covid 19 case.

The Deputy Director of Education explained the policy advice to schools when a child has been in close contact with someone who has tested positive and advised that in this situation a child will be able to return to school after a negative PCR test.

The Deputy Director of Education reassured the panel that schools are very experienced in assessing how well a young person is doing and being in school allows teachers to monitor their welfare. However, when a child is working at home it will not be possible for schools to check on their welfare. The service works closely with social care colleagues, and early help services to monitor the welfare of children.

The Deputy Director of Education acknowledged the impact of home schooling on children's education and development and accepted that it will difficult to measure due to the level of disruption caused and it is likely that the impact of Covid 19 will not be known for a long time. The Deputy Director of Education added schools have strong pastoral support teams and learning mentors to support children.

The Chair commented on the importance of listening to and engaging with young people to find out about their educational experiences. The Deputy Director of Education outlined the different ways for young people to share their views.

Cllr Adam Collinge queried the methodology used to select schools who were invited to be members of the consultation group involved in developing the strategy. The Head of Service Educational Excellence advised the panel that all school leaders were contacted and asked to nominate volunteers to represent the sector. The school leaders involved were a good representation of the different schools in Wolverhampton.

Cllr Adam Collinge requested more details about the reference in the strategy document to sharing the Team Around the Setting Dashboard with Academies detailed in Annex 5. The Deputy Director of Education agreed to consider how this offer could be promoted with schools.

Cllr Adam Collinge commented on issue of the increase in the number of children being home educated during the pandemic and queried how the strategy will support children in this situation.

The Director of Children's and Adults Service commented that the panel previously considered reports on elective home education and the Council has responded to an earlier consultation proposed Government changes. There has been an increase in the number of children being home educated locally and nationally during the pandemic. The Council is still waiting for an update from Government on any changes to the current home education policy.

The Director detailed the support available to families who are home educating their children, for example there is a dedicated officer that works with elective home educated families. The service only has a small number of parents who choose not to engage with the service, but there is a robust process to do necessary educational and welfare checks.

The Cabinet Member expressed concern about current arrangements and the limited powers for the Council to check on the progress of children being home educated, while supporting the decision of parents who choose this option for their children. The Cabinet Member advised the panel a letter was sent to the three MPs for Wolverhampton expressing their concern to the Secretary of State for Education.

The panel thanked the presenters for the report.

Resolved:

1. The panel supports the aims of the draft Education Excellence Strategy 2021-24 and welcomes the inclusion on early provisions and the encouragement for greater collaboration and shared responsibility between the local authority and education

providers settings, with the aim of improving outcomes for children and young people in Wolverhampton.

2. The Head of Service Educational Excellence to present a progress report on impact of the strategy to the panel meeting in January 2022. The report to also include an update on the impact of the strategy and dashboard results and a comparison of educational attainment and outcomes by different education settings.

7 **Principal Social Worker Annual Report 2020 - 2021**

Jenny Rogers, Principal Social Worker for Children and Adults introduced the annual report.

The Principal Social Worker advised the panel that the report sets out progress against the key priorities during 2020-2021, the response of social workers to Covid 19 and specifically the work done to support the safety and wellbeing of social workers across adults and children's teams. The presentation however would focus on the work done by children social services.

The panel were advised that a key responsibility of the Principal Social Worker is to ensure quality of practice and support continual learning and improvement, which has been important area of work during the response to the pandemic.

The panel were reassured that during this period children and families continue to be supported to a high standard by social work teams. In addition, quality assurance checks and practice weeks continued using Teams to make sure that the service continued to meet the statutory duties and improve social work practice.

The Principal Social Worker reported an increase in the number of case files rated as 'good' or 'outstanding' compared to the previous year – 70 per cent of case files were rated 'good' or 'higher' compared to 57 per cent in 2019 – 2020. In addition, there has been a reduction in the number of case audits rated as requiring improvement or inadequate which is evidence of good progress.

The Principal Social Worker commented that another priority of the role is the recruitment and retention of social workers and detailed a number of specific initiatives such as fast track social work programmes and social work apprenticeships, as examples aimed at maintaining a future supply of social workers to help the service meet future demand.

The Principal Social Worker commented on the national shortage of social workers and highlighted the importance of investing in such programmes. The importance of retaining existing social workers was highlighted. The Principal Social Worker commented on the progression pathway for both adults and children's social workers which was launched last year. The aim of the initiative is to support the learning and development of social workers to encourage them to stay with the Council. The feedback from social workers has been positive.

The service has worked with the Council's Organisational Development team to develop good training opportunities for social workers which has been shown to be successful in the move from offering an in-person support to offering support online.

The Principal Social Worker advised the panel that the service as continued to hold Social Work briefings. A virtual social work conference was held earlier in the year on the theme of safeguarding, which had presentations from people with a lived experience of the service in the past. The conference has helped to improve social practice and the feedback from social workers to the event has been positive.

The Principal Social Worker advised the panel that all Wolverhampton social workers successfully re-registered in November 2020 with Social Work England, who is the regulator for the service. The service has been able to support more social work students and recruit 15 new practice educators who study, an additional qualification in order to support social work students. This was highlighted as evidence of the commitment of the service to supporting the next generation of social workers. The Principal Social Worker commented her pride in the work done by social work teams in responding to the issues presented by the pandemic.

The Principal Social Worker briefed the panel on the range of work to promote issues of equality, diversity and inclusion across the service and commented on a video created for national Social Work Week to showcase the work of the Council in this area. The video included the voices of people who had experienced discrimination and racism. In total, 130 people took part from across the UK in the virtual event. The Principal Social commented on work done to raise the profile of social work and to showcase the work being done in Wolverhampton and future priorities for the service. A key priority of the role will be to aim to move from a good Ofsted rated authority to an outstanding this year.

The panel thanked the Principal Social Worker for report and presentation.

Cllr Adam Collinge queried the reduction in the number of Quality of Practice audit completed from 82 in 2019-20 compared 33 audits done in 2020-21 and details of plans for increasing the number done over the next 12 months.

The Principal Social Worker responded that the reduction was due to the impact of Covid as social workers adjusted to the new working arrangements. The Principal Social Worker reassured the panel and outlined plans for improving both the quality and the number of audits completed.

Cllr Adam Collinge requested more details of the action plans developed to address issues highlighted in the findings from the annual Social Work Health Check .The Principal Social explained the reason for not including details in the report and advised the panel that progress is reported separately and that action plans are monitored and reviewed. The Principal Social Worker advised that an issue highlighted in the survey was a slight increase in stress levels, which is understandable given COVID 19 situation, but is also lower than previous years. In in order to address these issues there are plans to revise the current supervision procedures and policies.

The Chair queried the extent to which the Principal Social Worker is managing the combined role for adults and children and suggested if the role would benefit from having a separate lead for children.

The Director of Children's and Adults advised the panel that the Council took the decision to combine both roles on the basis that this would both improve standards and support the whole family approach. The Director commented that the approach has worked well.

The Director added that the Principle Social Worker has a team that supports her to meet her responsibilities. The role is also supported by other Council departments. The Director reassured the panel that if the current arrangements were found not to be working then the situation would be reviewed.

The Chair asked the Principal Social Worker to detail the key future challenges to the role and explain how she would mitigate them going forward. The Principal Social Worker highlighted the ongoing challenge presented by Covid 19 and supporting social workers, some of whom are experiencing post pandemic fatigue, who also had to adapt to the fast pace of change and rapidly changing situation.

The Principal Social Worker commented that social work is a people profession and social workers need to be around other people to learn and improve practice. The other future challenge is how the service adapts to the 'new normal' and helping newly qualified social workers to gain the skills and knowledge needed who may have to work remotely. A key challenge is supporting the wellbeing of social workers in this situation.

The situation will be mitigated by the continued investment in the recruitment of social workers and being involved in regional initiatives such as the West Midlands Teaching partnerships. The service will also be working with universities to make sure courses are fit for purpose and at the end students are ready for the realities of social work. There is the ongoing challenge of the recruitment and retention of social workers, while the situation is working well now, it could change in the future.

A further future challenge is thinking about how to get feedback from social workers about what is working and not working for them. The current health check survey gives an important 'temperature check' but there is an acceptance of the need to do more and being more responsive to social workers.

The final challenge is moving the inspection rating from 'good' to 'outstanding' as there is desire to wanting the best outcome for the children and families in Wolverhampton.

Cllr Wendy Dalton reported a very positive experience in conversations with social workers about their experience of working for Wolverhampton Council. Cllr Wendy Dalton queried if the service was having difficulties in retaining social workers and the use of agency workers. The Principal Social Worker advised the panel that there were only a small number of vacancies and agency workers are used when needed. The pool of social workers will also be increased by an initiative social worker in schools programme.

The panel welcomed the report and agreed to support the recommendations.

Resolved:

1. The panel agreed to endorse the work and report of the Principal Social Worker.
2. The panel support the priorities detailed in the Principal Social Work Plan 2021-2022.
3. The panel welcomed the commitment of the Principal Social Worker to increase the number of case audits included in the review to pre-Covid 19 levels.

4. The panel to receive an update on progress against priorities in the work plan to a future meeting

8 **Children and Young People's Social Work Self-Evaluation 2021- 2022**
The Chair invited Alison Hinds, Deputy Director of Children's Social Care, to present the report to the panel.

The Deputy Director briefed the panel on the headlines detailed in the executive summary of the presentation.

The Deputy Director advised the panel there is a requirement for the local authority to complete an annual self-evaluation of its children and young people's services. The process also gives the service the opportunity to review work done during the previous year and identify what has worked well and what could have been done better.

The Deputy Director highlighted the flexibility and adaptability of social workers in managing the restrictions of the pandemic while continue working with and supporting children and families. The Deputy Director praised the efforts of social workers who continued to safeguard the children of the city and maintain strong relationships with families and adapted to the need to work differently. The Deputy Director also praised the role and contributions of partner organisations across the City to protect and work with vulnerable children, supported by a strong and stable workforce.

The Deputy Director advised the panel that the service did see an increased demand for support at certain points during the year when schools returned, which was expected. The increase in demand is in line with regional and national trends.

The panel were reassured that the service continues to work with families at the earliest opportunity and where it is necessary will use its powers to intervene at the right level and only when required for the appropriate right length of time.

The Deputy Director commented on the increased placement stability for children in care throughout the last year, which is supported by a strong cohort of foster carers which has helped to keep children stable during the Covid 19 pandemic. The carers worked hard to support home learning and family time arrangements so children could stay to their family remotely during this period.

The Deputy Director commented on the improvements made to the services offered to families, for example the local House Project for care leavers which helps young people in care to move into independent living with a range of specialist support. The aim is help young people to successfully take on and maintain their own tenancy at 18. The service has successfully managed to move 10 young people into their own tenancies.

The Deputy Director commented on a new project funded by DFE which involves social work teams based in schools. The project involved asking schools to volunteer to take part. At present 12 schools are part of the programme. There are six schools and social workers in, and some feeder schools taking part and six control schools.

The early stages of the project have been positive and has helped build relationships with school colleagues that will help to make sure children and families get the right level of support.

The Deputy Director advised that panel that a new multi-agency missing, and exploitation hub service was also set up this year. This is a partnership approach aimed working with other agencies to tackling the issue of exploitation in the city and to better understand where children are at risk and how the service can help prevent children becoming at risk of exploitation. The project will be evaluated in 2022.

The panel were invited to comment on the presentation.

Cllr Adam Collinge queried the reasons for the increase in the referrals to the service from school and expressed concern about the number of isolated children being home educated who may not be known to the service.

Cllr Collinge also queried how children in this situation will be monitored and expressed concern about the under reporting of cases known to the service. The Deputy Director commented that the increase in the number of school children being referred to service is what would have normally been expected following the return in September. There has been no significant difference in the level of demand and referrals when compared to previous years at this time of the year. The situation will be continued to be monitored and the service will work with schools to review referrals and provide the appropriate level of support. The Deputy Director reassured the panel that there are robust safeguarding arrangements in place. In addition, there are regular meetings with partner agencies which provide opportunities to review the situation and to share information. The information is supported by monthly performance meetings which can help identify sudden increases in the number of referrals and or themes which can be investigated in more detail where necessary. The work of the MASH team would also support this work.

Cllr Adam Collinge queried the monthly variations in the number of visits made by social workers within five working days of a referral being made to the service in the report. The Deputy Director explained the work being done to increase the number of children that are seen within the target of five working days. In addition, social workers are encouraged to improve the recording more accurately during assessments visits. The overall picture shows an improving situation.

The Deputy Director added that the performance measure for initial visit for Children in Need (CIN) is not a statutory duty for the authority. The issue was highlighted during the last Ofsted inspection and is seen as good practice to monitor children with low levels of concern. The Deputy Director reassured the panel that were there are child protection concerns then a visit would be made immediately as part of the Council's statutory duty. The variation in number of initial visits has been due to the difficulty in contacting the family and need in some situations to get consent to engage with family.

Cllr Adam Collinge queried the number of children who have moved from being assessed as being a Children in Need (CIN) to the requiring a child protection plan and the success of current policies and plans to prevent this where appropriate. The Deputy Director advised the panel most cases where children have been assessed CIN plans are closed after 12 months, which would suggest that the level of

intervention is at the right level for families referred to the service. The situation will be continued to be reviewed and the threshold for assessing for risk.

Cllr Stephanie Haynes expressed concern about the link between the poor performance of a football team and the increased reporting of domestic violence and cases of child abuse.

Cllr Stephanie Haynes queried the reasons for why there has not being an increase locally in the number of referrals for child sexual exploitation (CSE), when the figures show an increase nationally.

The Deputy Director agreed that there has not been a local increase in the number of referrals to the service related to CSE and expected more research would help to explain the reasons for this. The positive impact of exploitation hub and soft intelligence from the police and other partners is helping the service to better understand the risks to children in Wolverhampton.

The Chair asked the Deputy Director to outline key future challenges to the service and plans for mitigating their impact.

The Deputy Director highlighted the retention and recruitment of social workers in the future as a challenge and commented on work done to create opportunities for training and development to help them become more skilled and experienced and want to continue working in Wolverhampton.

The recruitment of recruiting good agencies social workers to replace social workers and the financial offer was highlighted as a challenge. The service is working with colleagues across West Midlands to look at ideas for maintaining the quality of social workers at the required level and that the workforce is strong enough to support families in the city.

A further challenge for the service is offering the right levels of support and training to social workers. There is an action plan which sets out the how the service is going to achieve this and continue to improve the services to children and families across the city.

The panel thanked the Deputy Director for the report and presentation.

Resolved:

The panel welcomed the report and the progress made towards seeking to ensure children and young people in Wolverhampton have the best possible start in life.

9 **Children, Young People and Families Scrutiny Panel 2021- 2022- Draft Work Programme**

The panel invited Earl Piggott-Smith, Scrutiny Officer, to present the report to the panel.

The Scrutiny Officer briefed the panel on the criteria for selecting possible topics for the work programme and reports scheduled for future meetings. The Scrutiny Officer advised the panel that there were other opportunities for the panel to cover issues of interest, for example, informal meetings with lead officers and site visits. The Scrutiny

Officer advised the panel that an extra meeting date has been added to the work programme with the agreement of the Chair and Vice Chair.

The Cabinet Member for Children advised the panel about the summer festival programme and that a report on the Yo programme is scheduled to be presented to the panel in October 2021. The programme will be offering over 350 activities and about 50,000 children and young people are expected to take part. There are further details of events on the website.

The Cabinet Member invited panel members to promote the activities in their wards and to encourage children and young people to get involved.

The Scrutiny Officer invited panel members to suggest topics for the work programme

Cllr Wendy Dalton discussed the local SEND offer. The panel agreed to invite representatives of the Voice for Parents to present evidence when the topic is discussed at the meeting on 19 October 2021.

The panel thanked the Scrutiny Officer for the report.

Resolved:

1. The panel agreed the proposed changes to the draft work programme report.
2. The panel agreed to add an extra meeting on 16 March 2022 to the work programme.

Yo! Summer Festival Programme (update)

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13 October 2021

Presenter: Andrew Wolverson
Head of Children's Strategy & Partnerships

Agenda Item No: 6

wolverhampton.gov.uk

Objectives 2021...

- *Deliver a full, fun and exciting programme of activities and opportunities for children and young people over the summer holidays*
- *Give our most vulnerable children and families the opportunity to take part and the support they need*
- *Demonstrate that the council is committed to providing opportunities for our City's children and young people and to dealing with the things that matter to local people*
- *Create opportunities for local organisations to benefit from the funding available, supporting local jobs and creating wider opportunities*

Deliver a full, fun and exciting programme of activities and opportunities for children and young people over the summer holidays

- **490** events in 2021 (compared to **300** in 2019)
- Relight Festival had **19 events/shows** for young people and families – **3,090** attended with **1,583** HAF tickets
- Youngsters attended **12,000** HAF activities (100% booked)
- Beat the Street Wolverhampton saw **9,600** people cover **61,000 miles** over four weeks between 20 July and 17 August – that's nearly 2.5 times around the world!
- **409** children and parents attended library activities - *460 children joined a library*
- **At least 18,000 young people/parents (to date) enjoyed YO! Programme events**



Give our most vulnerable children and families the opportunity to take part and the support they need

- **5,000** children on HAF who took up **12,000** places on activities with food
- New HAF card pilot – scanned **2,800** times
- **21 local** organisations commissioned
- Six-weeks of activities including football, arts and crafts, cookery, dance, holiday clubs, theatre, informal play
- Comprehensive SEND offer coordinated by Voice for Parents (who commissioned over 15 organisations)
- Council catering team delivered over **7,500** packed lunches to HAF activities
- Just over **£700,000** spent on the HAF summer programme

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Backed by wider support offer:

Page 2
Council worked with support groups to help households in need between June and end September – backed with over **£900,000** in Covid Support Grant funding

Food Bank Support: 80% of spend on households with children, reach across all wards <i>12 providers delivered 1,600 parcels a week to families and other households across the city. <u>Gatis St Pop Up Food Hub in Whitmore Reans</u> - 200+ individuals a week.</i>	£220k
Support for households in need of essentials via Wolverhampton Homes and third sector <i>Ongoing support and commitment from Wolverhampton Homes has delivered support to over 500 households in this period.</i>	£120K
Financial support to community cafes – 10 sites £4.5K each <i>Over 1,000 meals provided to children at <u>Bantock Park</u>, <u>West Park</u> and <u>Art Gallery</u>. 100 meals a day continuing throughout September.</i>	£ 45K
Children's and Adults Social Care ringfenced budget for referrals <i>Ongoing support across the service.</i>	£110k
SEND Support <i>250 families + benefited form additional support for children with SEND via <u>Voice 4 Parents</u> and <u>Parent and Child Support Group</u>.</i>	£45k
Support for Voluntary Sector working with families <i>Over 30 different third-party organisations are working in partnership to deliver the grant with varying level of grant support ranging from £5 – 50k per organisation. Awaiting figures for this period ending 30/9/21.</i>	£275k
Community Shop/ Pop Up Food Shop with reach across all Wards in the city. <i>On going discussions , no update at present.</i>	£97K

YO! Beat the Street players

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Creating
opportunity:

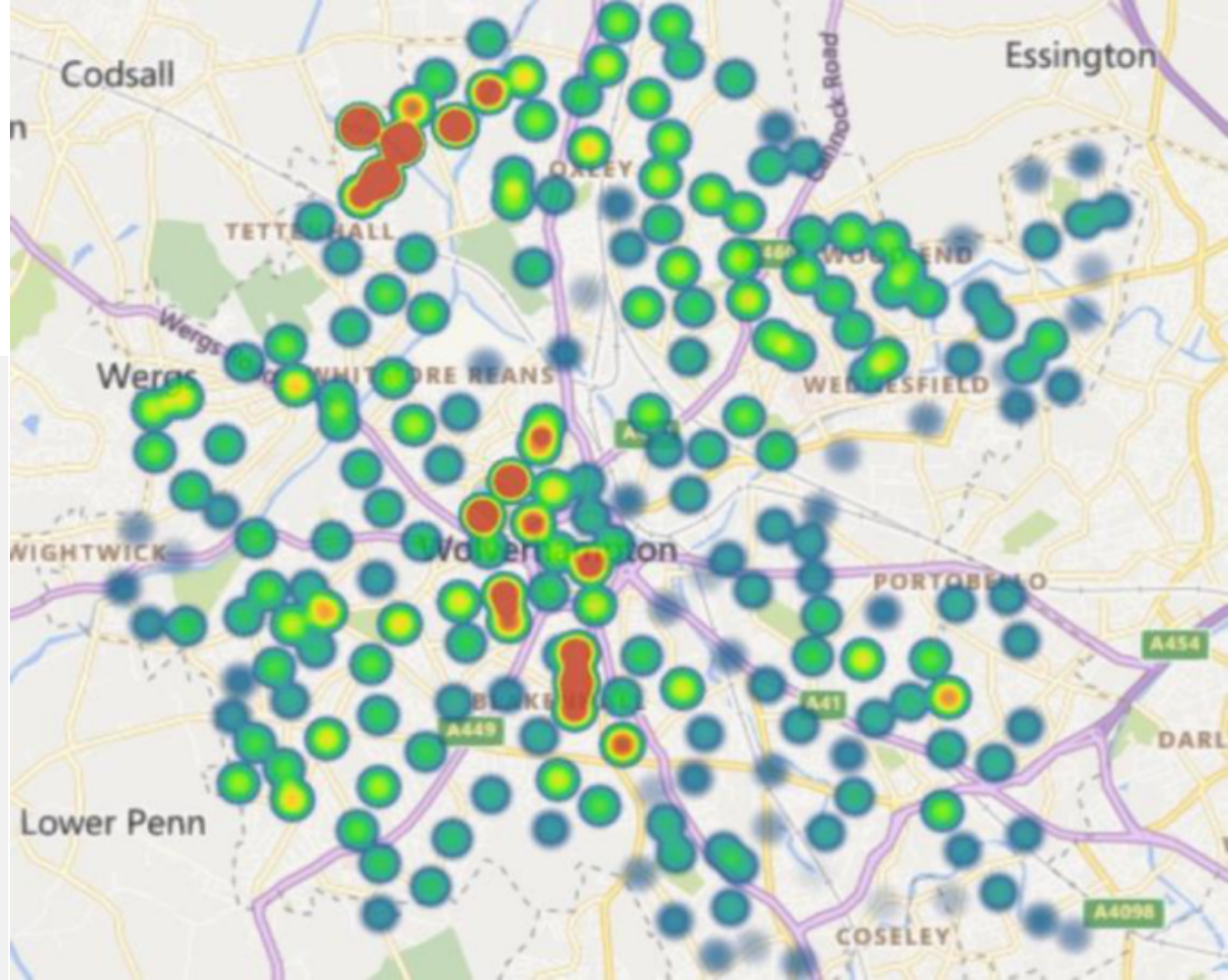
**Almost 3-out-of-4 players
came from our most
deprived communities**

AGE (n=7085)		GENDER (n=7229)	
0-18	67%	Female	59%
19-29	4%	Male	39%
30-49	23%	Non-binary	0.2%
50+	6%	Prefer not to say	2%
ETHNICITY (n=4471)		DEPRIVATION (n=7006)	
White	61%	High	49%
Black, Asian and other culturally diverse communities	35%	Mid-high	22%
Prefer not to say	4%	Mid	12%
		Mid-low	14%
		Low	3%

Beat the Street heatmap...

The map shows the level of participation throughout Wolverhampton.

Areas in red highlight greatest participation whereas areas in blue show lower participation.



FEEDBACK – CHILDREN

Collected from 541 people

“Beat the street helped me because it challenged me and my school to go and walk to school instead of driving this also helps the environment to. I think it's a great way to get people to walk.” – Girl, aged 11 or under

“It helped me by making me discover Wolverhampton and getting me fitter.” – Boy, aged 11 or under

“I spent more time walking and scooting with my dad” – Girl, aged 11 or under

“It allowed me to spend time with my big brother and my family.” – Boy, aged 11 or under

“I got to see lots of different places, like parks and nature. It was nice to go to different places I haven't been to before. It was lots of fun and it was nice spending time with my cousin and nana as a family.” – Girl, aged 11 or under

“We walked & got exercise & we saw lots of wildlife along the canal.” – Boy, aged 11 or under

“It helped me by making me more active and helped me keep healthy and fit during the holiday. It has made me more understanding about why we should keep healthy even in the holidays.” – Girl, aged 11 or under

“I did more movement, like walking, cycling and swimming. I had lots of fun with my mum. We enjoyed it.” – Girl, aged 11 or under

“Beat the street is the best. I used to not walk that much and now I walk” – Boy, aged 11 or under

Demonstrate that the council is committed to providing opportunities for our City's children and young people and to dealing with the things that matter to local people

Over 31,000 unique visitors to the YO!

Programme websites

Website and social media figures:

- 44 posts

674,457 reach

224,281 impressions/engagements

0.62% engagement rate



Beat the Street and get active with new game

A council is tapping into technology to get residents off the sofa and pounding the streets.

The walking, running and rolling Beat the Street challenge will take place across Wolverhampton from July 26 to August 200 accessible Beat Boxes in locations around the city, which players will use to record points as they travel on foot, bike, skateboard, roller or in a wheelchair or pushchair around the game area.

Players will simply need to hear their Beat the Street game audio over a Beat Box to start their journey, and can score points for their team for each Beat Box

JAMES VUKMIROVIC
Community News Reporter

they arrive in the next 60 minutes. The game forms a key part of Wolverhampton Council's Yo! Summer Festival, which will offer hundreds of events across the city, many free of charge, to keep children, young people and their families active and entertained throughout the school holidays. Every primary-aged child will receive a Beat the Street game pack, through school in the coming days.

Everyone else can take part by collecting a free game card from one of the 20 distribution points listed on the beatthestreet.mwolverhampton website.

Councillor Beverley Momenabadi, leader of Wolverhampton Council, said: "Beat the Street is a great chance for friends and family to get out and about and explore their city during the summer holidays.

"Anyone can take part, regardless of age and ability and the best thing of all is that it's free, so please grab your game cards and get tapping." Gary Gentle, headteacher at Dilston C of E Primary School, said: "Our pupils are really excited about the return of Beat the Street this summer. It's a exciting way for families to stay active over the holidays and we're encouraging them all to join in the fun."



Councillor Ian Brookfield, leader of Wolverhampton Council and Councillor Beverley Momenabadi launch the Yo! Summer Festival

Chance to join in summer of fun

Organisations are being invited to get involved in a summer festival for children and young people.

The Yo! Summer Festival will take place during the school holidays and offer a wide range of events for young people and their families.

Wolverhampton Council is calling on organisations to submit details of their activities so they can be included in official festival plans.

The Yo! Summer Festival will showcase hundreds of events across the city, many free of charge.

It builds on the council's commitment to create more opportunities for children and young people, backed by multi-million-pound investment and will also include activities for children and young

JAMES VUKMIROVIC
Community News Reporter

people with special educational needs and disabilities.

Councillor Ian Brookfield, leader of Wolverhampton Council, said: "Given the impact the coronavirus pandemic has had, we want to make this summer the best it possibly can be for our city's children and young people.

"That means making sure they have plenty to keep themselves busy throughout the long school holidays.

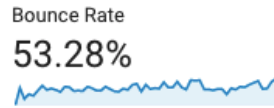
"I urge local organisations to submit details of their events before the deadline so that we can ensure the programme is as extensive as possible." Councillor Beverley Momenabadi, cabinet member for children and young people, said: "One of the council's top priorities is to give children and young people the best possible start in life.

"A big part of that is to ensure that there are plenty of things for our youngsters to do during the school holidays. "After the success of WV Virtual Squad last year, we knew that we just had to ensure we were able to continue to offer a wide range of activities to our children and young people, and the Yo! Summer Festival will do exactly that."

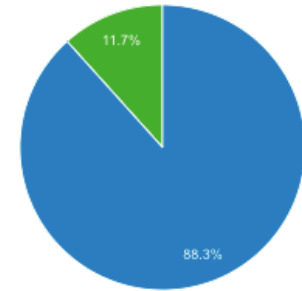
To get an event listed, organisations need to visit wolverhampton.gov.uk/yo-summer-holiday-activities-form and submit details of their events, which, if suitable, will be included on the website.

YO! Website stats...

- 10,600 unique users to YO! Website
- 12,300 to HAF website
- 8,500 visitors to Beat the Street



■ New Visitor ■ Returning Visitor



31,400 total visits in 2021 compared to 21,000 in 2019 (50% increase in web traffic)

YO! Summer Festival key 'take-away message...

“We created an exciting summer programme of opportunities for city youngsters and their families with over 490 events, £1.4m in funding and supported by 60 partners.”

What next? Sustaining our approach

October Half Term

- #YES Board (Young People's Strategic Board) commissioning October activities
- 17 applications received

Maximum budget of £5,000 per project.

25 September – young people's panel to assess applications.

30 September – providers informed of decision.

Ward Funding

- Wolves Foundation approached to submit October Plan.
- Aim for at least one day of activity in each ward
- Blend of young people/ family and community fun
- Choice of £1,500 or £2,500 package



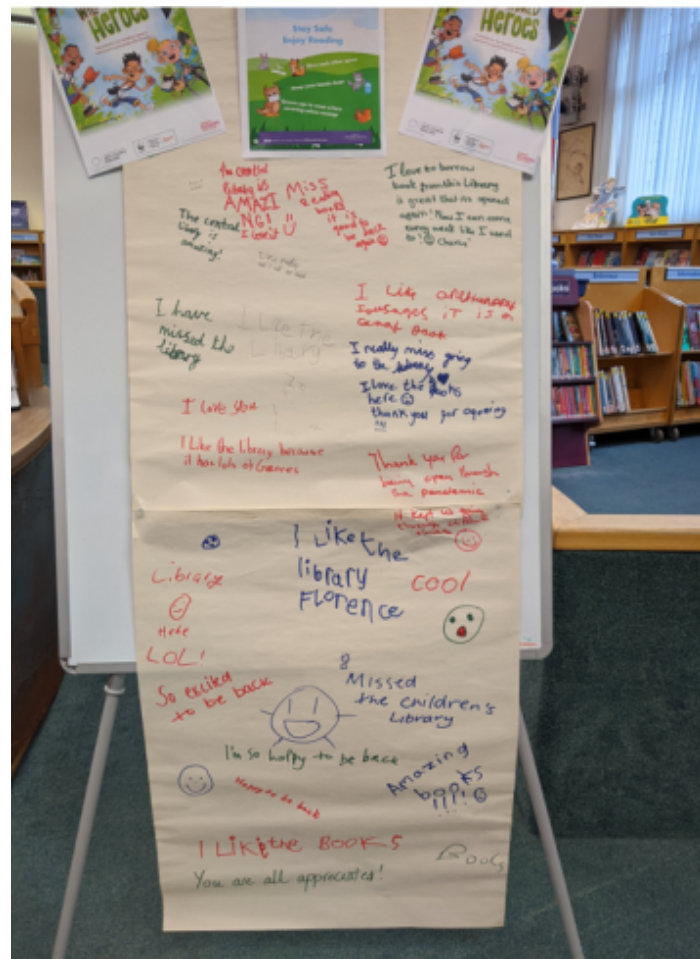
What next? Sustaining our approach

SEND Offer:

- Voice for Parents (V4P) will continue to oversee offer
- Weekly meetings with V4P and HY5 (SEND Youth Group)
- 2 family fun days during the week
- Activities to include cinema, Codsall Hive (arts and crafts, bowling, Halloween theme)

Libraries:

- Story and rhyme times
- 'School of Wizardry' at Warstones library
- 'Light up the Skies' (Bonfire night/Diwali) activity at Central library.



What next: no child goes hungry

Free School Meals offer

- No Government funding so proposal for Council to step-in to support if approved
- Replicate summer model: food part of activity programme.

Continued support for our foodbanks /community cafes

- Proposal to enhance capacity through our community cafes over October half-term
- Ongoing support options will be considered as part of developing a city strategy on poverty and financial exclusion



**Transforming Children's Services Programme
2020-21 Annual Report**

Agenda Item No: 8

Document Controls**Version Control**

Version	Version Date	Author	Reason for Change
1.0	July 2021	Emma Cleary	First draft

Quality Reviews

Version	Review Date	Reviewed By	Role	Reviewers Comments
1.0	July 2021	TCSP Board members	Board members	

Approvals

Version	Name	Role	Date of Issue
1.0	Emma Bennett	SRO	28/7/2021

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1. Background and context

This 2020-21 Annual Report is the first for the Transforming Children's Services Programme (TCSP).

Following a programme refresh in late 2020, an updated and repurposed TCSP Mandate, including vision and outcomes, and for the first time a detailed programme business case were both approved (See Appendix 1 and 2). From this, the TCSP Board collectively agreed that an Annual Report presents an opportunity to document and share the transformation journey for children's services and to celebrate successes and learning with stakeholders.

TCSP was initiated as an emergent programme in 2016 evolving from several projects ongoing in the Children's Services directorate at the time.

Over the past five years the programme has matured greatly and made significant progress in delivering a range of service improvements that have led to better outcomes for children and young people across the city.

In 2019, City of Wolverhampton Council's Children's Services and Education directorates joined creating one portfolio under one Director.

In July 2020, the TCSP Board took time to reflect on key achievements from the last five years with the view that refreshing the programme would ensure that transformation going forward represents the integrated priorities of Children's Services and Education.

This report details the progress the programme has made against its agreed outcomes over the last reporting year, April 2020 to March 2021, through its associated projects.

2. Key Achievements: April 2020 to March 2021

Over the last reporting year, below are some of the significant highlights from across the programme:

- ✓ Successful recruitment campaigns in the Family Values Project with increased foster carer enquiries between April 2020 and March 2021 - 419 first contacts (initial leads), the highest to date despite the disruption of the Coronavirus pandemic
- ✓ The Supporting Families Programme (formerly Troubled Families) reaching its payment by results target set by the Ministry of Housing, Community and Local Government (MHCLG).
- ✓ Service wide implementation of Eclipse (the children's care record system) following a bold decision to pause and reevaluate the benefits of the project.
- ✓ Successful closure of the Power2 project and the extended scope of young adults up to the age of 25 – a project that established a team specifically to address the needs of those being exploited or at risk of exploitation.

- ✓ Successful closure of the Wolverhampton House Project, which using the principles of the National House Project Programme, successfully transitioned one cohort of 10 Wolverhampton care leavers to living independently in their own homes. Work to engage with a further two cohorts of young care leavers continues as part of business as usual (BAU)
- ✓ Successful closure of the Unaccompanied Asylum-Seeking Children (UASC) project alongside the additional funded workstream, the Violence Reduction Unit (VRU) which delivered a range of support including a digital gamification resource designed and developed with children and young people.
- ✓ Launch of the #YES (Youth Engagement Strategy) as part of the HeadStart Sustainability Plan – which included a huge commissioned community effort to support children, young people and families during the Coronavirus outbreak.
- ✓ Children in Care Sufficiency Strategy workstream transitioned to BAU following a period of oversight by the TCSP Board.
- ✓ Business case approval for SEND Systems Project, Culture of Belonging Programme and Social Workers in School (SWIS) Project – all accountable to the TCSP Board increasing the programme portfolio by a third.
- ✓ National Assessment and Accreditation System (NAAS) project closed after exceeding its target number of social workers assessed and meeting the Post Qualifying Practice Standards (PQPS).
- ✓ HeadStart receives an additional £1.3 million in funding to extend the programme's emotional wellbeing support initiatives in both the community and in schools until July 2022.
- ✓ Department for Education (DfE) grant funding for SWIS extended to March 2022 because of the positive progress made on the project despite school closures during the Coronavirus outbreak.
- ✓ Approval of the Transformation of Traded Services concept, a project new to the programme following a number of service reviews, that will for the first time be using robust project structure to achieve improvements.
- ✓ A six-month business case development project approved looking at the integration of systems across children's services and education.
- ✓ Contract extensions for all TCSP Project employees until March 2023.
- ✓ Recruitment of an additional Project Manager to support the size of the programme.
- ✓ A programme refresh with a repurposed vision and updated outcomes for the next five years.
- ✓ Transformation support during the Coronavirus outbreak and for priority work that sits outside of the programme – a true OneCouncil approach.

3. Progress Against Vision: SRO Appraisal

***Bold** and enlarged indicates a key word important to our children and young people.

*"The Transforming Children's Services Programme will have children, young people and families at the heart of all its activity. Our **ambitious** and **innovative** approach to **transformation** will improve outcomes for*

*children and young people across the city of Wolverhampton generating **opportunities** that are **equitable** and **inclusive**.*

*To ensure improved outcomes is at its core, **co-production** and **engagement** will be embedded throughout the programme and lived experience used as an indicator of **improvement**.*

*The programme will act as a driver for change whilst supporting transition to business as usual for the services and partners it works with. This will be done with efficiency, at pace and should always aim to **support** and **empower** children, young people, families, **communities** and our workforce. Clear, consistent and relevant **communication** with all stakeholders will be key to this success.*

*The programme will continue to make evidence-based decisions whilst championing **creativity** in delivery. This will be true of projects that benefit children and young people universally as well as **making a difference** to specific groups who are most in need of our support. Evidence will also be used proactively to predict future need and demand.*

*Working collaboratively, the programme will ensure **committed** and **enthusiastic** leadership when striving to **achieve** outcomes and will build **trust** with the those affected by its outputs”.*



Emma Bennett - Director of Children's and Adult Services, City of Wolverhampton Council and Senior Responsible Owner for TCSP

As SRO, how do you feel the programme is performing against its vision?

“TCSP is performing really well against its vision. As a programme Board, we are clear on what our transformation priorities are, what projects sit under the programme and how we use resources to delivery change. As SRO, I am more than happy with the progress against our outcomes and as seen in this report, each project is making a real difference to our professional practice, the way we work across systems, and most importantly, a better quality of life for the children and young people we support.

The Board continue to oversee and monitor progress, manage risks and issues effectively, move things forward at pace and have demonstrated a strong OneCouncil approach. This has been even more evident over the last 18-months with the Coronavirus pandemic. By having a strong governance structure in place, the Board have been able to make decisions quickly and divert transformation effort to where it was needed most.

At the end of 2020, we refreshed the programme and widened the remit with the joining up of Children's Services and Education and now the programme has a third of its project activity focussed on improvement across education settings working alongside Children's Services. Going forward our position on what the Board oversees and what we need to progress for me, is very defined".

As SRO and on behalf of the Board, what are the transformation goals for the next reporting year?

"To continue building on the success of the programme so far. I would be recommending to Board members that we ensure that the right capacity is in place for education and inclusion projects specifically improvement and transformation of Special Educational Needs and Disability Services. This area is likely to be a big focus and a priority across the directorate, TCSP has a role in enabling positive change in this support offer.

Another priority I would like the Board to consider is the school estate. Whilst TCSP receives 6-monthly assurance updates on school assets, corporately, there is likely to be stronger governance and oversight of 'school asset' projects to ensure DfE funded and City of Wolverhampton (CWC) led expansion and the condition of the school estate is fit for purpose and meets the needs of the community. I would want TCSP to have a role in this programme of work with evidence of improvement linked to our outcomes.

TCSP is well positioned now to be contributing to wider corporate and city-wide partner priorities linking in with developments in areas such as the digital economy and equalities. Also, a strategy for supporting families and individuals in financial hardship is something TCSP should consider and would fit really well into the recently announced 'Families' themed directorate.

This leads on to TCSP starting to consider 'whole family working', and where this programme sits within that theme, how it aligns to adult's transformation and what joined up working and improved outcomes for families looks like going forward.

Finally, to be considered as part of future transformation, is recognising that the Coronavirus outbreak should lead the Board to be regularly reviewing our priorities, have they changed and do they continue to remain aligned to the Relight our City Plan. This drive for constant check and balance and being agile in our response to transformation will enable excellence and our ambitions for an Outstanding Ofsted inspection".

4. Programme Performance

4.1. RAG status summary (as of March 2021)

Options Gateway:

Project Name	Overall Project Status	Milestone Status	Risk Status	Comments
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Transformation of Traded Services	Not currently reporting	Not currently reporting	Not currently reporting	PAG approval at options, next step Business Case.
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Business case gateway:

Project Name	Overall Project Status	Milestone Status	Risk Status	Comments
Integrated Case Management System – Business Case	Not currently reporting	Not currently reporting	Not currently reporting	Accepted at PAG. Business Case development to start in April 2021 and run until September 2021.

Delivery gateway:

Project Name	Overall Project Status	Cost Status	Milestone Status	Risk Status	Issue Status	Cashable Benefits Status	Non-Cashable Status
HeadStart Programme Phase 3	On Target	On Target	On Target	None	On Target	None	On Target
Family Values	On Target	On Target	On Target	On Target	On Target	On Target	On Target
Supporting Families Phase 2	On Target	On Target	On Target	On Target	Compromised	At Risk	On Target
The House Project	On Target	On Target	On Target	On Target	None	On Target	On Target
Culture of Belonging Programme	On Target	On Target	On Target	On Target	On Target	On Target	On Target
Social Worker in Schools (SWIS)	On Target	On Target	On Target	On Target	On Target	None	On Target
SEND Systems	On Target	On Target	On Target	On Target	On Target	On Target	On Target

See section 8 Risks and Issues for further context.

Closure gateway:

Project Name	Overall Project Status	Cost Status	Milestone Status	Risk Status	Issue Status	Cashable Benefits Status	Non-Cashable Status
Eclipse (Phase 2)	Completed	Completed	Completed	Completed	Completed	Completed	Completed

4.2. Progress Against Outcomes**Outcome one: Increased relevant communication to all stakeholders affected by the programme**

This outcome will be evidenced through the Children and Young People Service Communication Plan. For the first time, the transformation programme will feature in a communications plan that will be designed by officers whose specialism is to share and celebrate all news about Children's Services. The plan will cover key achievements, new services, opportunities and examples of best practice shared through channels that are relevant to children, young people, their families and other stakeholders.

The agreed communications plan for TCSP will be developed over the summer of 2021 and will include key transformation messages, both internal and external. A stakeholder matrix was approved during the programme refresh and a 3-year transformation plan is already established – both will provide the foundations for good communication over the life of the programme.

The 2021-2022 Annual Report will have more to share on this as the work progresses over the coming year.

Outcome two: Increased co-production and engagement across associated projects

This outcome is intended to ensure that projects consider how they might engage with stakeholders throughout the life of a project on any step on the participation ladder – see Appendix 3.

HeadStart Phase 3 (Co-Design) – The National Lottery Community Fund (NLCF) via its HeadStart Programme has heavily invested time, resources and money into the community organisation, WV10 and other local groups working with disadvantaged families in four specific areas of the city. These areas were identified using the Joint Strategic Needs Assessment (JSNA) and other strategic data sources as areas with high levels of deprivation.

Prior to HeadStart's involvement, community groups in Wolverhampton, although members of Wolverhampton Voluntary Sector Council (WVSC) were effectively operating individually with little or no 'cross fertilization' of ideas.

WV10, as its name suggests, operates in the postal code area of WV10 which is the North-East part of Wolverhampton. Of all the local groups WV10's 'grass roots' were deeper and more extensive than those in some other areas which made them the ideal group to lead the 'HeadStart consortium initiative'.

This work involved HeadStart liaising with all the small/medium/large community groups in each area and encouraging them to participate in a local area consortium for the purposes of securing funds to run projects and initiatives designed by those groups to meet the needs of their local communities.

These consortiums are now operational across the city and since 2020 have successfully secured funding from a wide range of sources totalling £704,446.

House Project (Engagement) – Young people were involved at the very start of Wolverhampton's decision to approach the National House Project as potential candidates for a local 'House Project' – a project that supports care leavers into independence.

To meet the National House Project Principles of Engagement, Wolverhampton needed to demonstrate the inclusion and participation of young people from the outset. Young people in our city chose to demonstrate their desire in wanting to be part of the initiative by making a video: [House Project Engagement video](#).

After successfully being selected by the National Programme, to date, the first cohort of young people involved in the local House Project have moved into their own properties and work is underway with nine young people in cohort two to achieve the same goal. Cohort three is also being established.

SWIS (Engagement) – SWIS is a project that aims to evaluate and better understand if placing social workers in education settings improves outcomes for young people. All social workers involved in the project have been based in their respective schools since November 2020.

With the closure of schools over the last year because of Coronavirus, 'normal' routines were significantly affected with schools at times only accepting vulnerable children and those of keyworkers. However, despite this disruption, social workers remained on site in four of the six participating schools throughout.

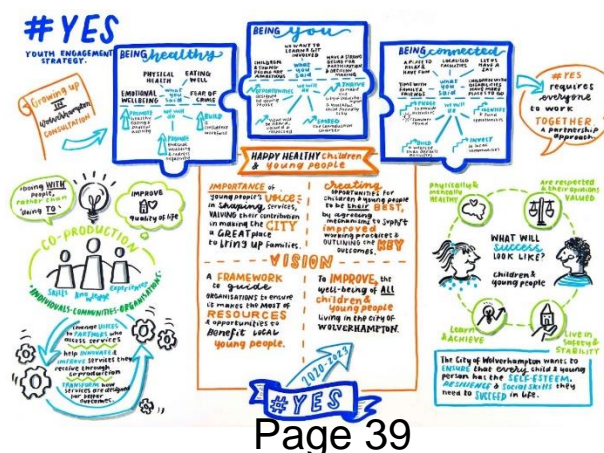
The SWIS team remain fully involved in the business of their respective schools and as the school day has stabilised, social workers have expanded their involvement with DSL's and pastoral care teams even further.

An example of how SWIS social worker engagement can work across all agencies is clearly shown in the supporting Story of Difference – see Appendix 4 where collaboration in school allowed social workers to see first-hand child behaviour and how best complex needs could be supported where ordinarily, this information would have been ascertained, initially, from a written referral.

#YES – As part of its sustainability plan, HeadStart reviewed all its 'explore and test' activity from the previous four years to identify the most successful ways of helping young people to improve their emotional and mental wellbeing.

The lessons learned from this activity were used as a basis for the new city-wide, Youth Engagement Strategy or #YES. This strategy outlines how Wolverhampton's future policy and practice will ensure that young people across the City receive emotional and wellbeing support for years to come. It also aims to help children and young people in the city feel healthy, connected and have the confidence to be themselves.

The strategy was written **with** young people **for** young people:



Culture of Belonging (Co-production) – The Inclusive Schools workstream of this project has a focus on engagement and participation and works to find ways to ensure that children are heard and feel included. This has led to the establishment of HY5! - the SEND youth forum. HY5! will explore ways in which children can have a voice in their respective school setting and are working on the below priorities:

- **Planning** - finding out what's important to young people
- **Working out who, where and when** – creating ways for all young people to have their voice heard
- **Accessing information** – carrying out research and gathering information
- **Working out what it all means** – working together to make things happen
- **Spreading the word** – telling others about the great work they are doing!
- **Reflection and feedback** – looking at what's worked well and what can be done better next time

Joint working with providers of specialist and universal provision to share CWC's Co-production Charter and support embedding it into the workings of those organisations has already started.

The Co-production and Youth Engagement Team have worked alongside Mental Health and Wellbeing Navigators to assist schools on working towards co-production charter status.

As well as the MY5! forum, the Inclusive Schools workstream also includes as part of its plan, work with Voice for Parents and the SEND Partnership Board to train families on the commissioning cycle and how they can be part of the decision making process for contract awards.

Family Values (Co-production) – Wolverhampton's Foster Carers have been involved in Family Values from the start of the project in 2017.

A Foster Carer representative is part of the project team and provides valuable input at the monthly steering group. Each workstream also includes a Foster Carer - this ensures carers are actively engaged in the project and contribute to discussions on how improvements to the service can be achieved.

The Foster Families United workstream has been another example of successful co-production. The workstream was established to create an in-house hub of foster carers that deliver an extended family approach providing respite care, peer support, joint planning and training from a multi-agency perspective. Launched in May 2018, the overall aim of the pilot was to provide stability of placements. Foster Carers work together in small teams supported by an experienced Foster Carer Team Leader. Carers have found the support invaluable, and this has enabled them to care for children, some with complex care histories.

Due to the success of the pilot team, there are now four Fostering Families United teams in place which involve 40 carers in total. There is a plan to

continue to expand this delivery model to all carers, and on-going recruitment campaigns for lead carers continue.

Outcome three: Improved approach to working with children, young people and their families across the whole system

Eclipse - CWC selected ECLIPSE as the chosen platform for Children's Social Care in support of digital transformation, efficient and accurate information recording and ultimately, better outcomes for children and young people. The system is built on a single, Cloud based, database that is adaptable and future proofed as practice evolves.

The implementation of the software allowed the business to map, review and improve processes replacing three separate systems with just one. This has built a strong foundation for multi-agency collaboration that can enable better targeting of services, in particular early help.

Following a decision to pause the project and review its associated risks and issues, an independent report made recommendations on how to improve the project management of ECLIPSE between both supplier and customer. By implementing these recommendations, over a period of six months the project went from a red compromised status to green and back on track and has now been fully implemented and handed back over to the business as part of their everyday operational functions.

The ECLIPSE system aims to continue providing 'one view' of a child's care record allowing professionals better access to information and giving them valuable time back to support the children, young people and families they work with.

HeadStart Parenting Programme – As part of the HeadStart test and learn approach providing support for parents was a key factor in achieving improvements to children's emotional wellbeing and resilience. The HeadStart Parent/Carer Engagement Guarantee, see Appendix 5, ensures a focus on parent/carer relationships within the family and their potential impacts on a young person's attendance, attainment and overall experiences at school.

A series of interventions and activities are offered under the guarantee taking learning from the 'Save the Children' and Middlesex University's 'Families and Schools Together' (FAST) early intervention programmes, which predominantly engaged with low-income families.

The programme supports Wolverhampton parents/carers on how to encourage good behaviour, positive attitudes, greater involvement in their children's education (including learning at home), building stronger bonds between themselves and their children, school, other parents/carers and the local community.

With 84% of parents/carers reporting that FAST had empowered them, results show there have been positive impacts on relationships, emotional symptoms, behaviour, peer problems and parent to parent support.

Yo! (Young Opportunities Website) - Families across the city have told us they want to go to one place to access information. So, as another element to the sustainability plan for Headstart, a new web platform has been commissioned to support an information directory for children and young people. The target audiences for the website are, children aged 0 – 18, parents, children with a disability up to the age of 25 and care leavers.

The Yo! website will be content driven and will be a single source of information about organisations, groups and local events. The first phase content migration will focus on the emotional health and wellbeing offer across the city and the WV Holiday Squad Summer Activity programme. Visitors to the site will be able to search and filter information based on criteria that is important to them.

The website is being designed – look, feel and accessibility, through engagement with a young people user forum.

Whilst planning for this website started in the 2020-21 reporting period, go live is not scheduled until July 2021.

Supporting Families (formerly Troubled Families) – The aim of the Supporting Families Programme is to take a system wide approach to significantly improve and sustain outcomes for vulnerable families in Wolverhampton. As a result of each eligible family identified and successfully engaged onto the programme, the Ministry for Housing, Communities and Local Government (MHCLG) make a ‘payment by results’ to CWC, with family cohorts closely audited and quality checked against funding criteria.

In the 2020-21 reporting period, the programme successfully worked with 289 families going across organisational boundaries to take a multi-agency approach to improved and sustainable outcomes. 484 families went on in this reporting period to achieve significant and sustained progress in line with the Supporting Families Outcomes Plan. The total grant receipt in 2020-21 was £1.1 million which is being re-invested into continuous service improvements and resources.

See Appendix 6, Supporting Families Case Study which sees a family meeting three of the programme’s six criteria. This family have collectively experienced domestic abuse, depression, anxiety and worklessness, but, through the Supporting Families programme have since accessed appropriate interventions through a ‘team around the family’ practice. This enabled improved emotional health for the children through school, a gain in confidence for Mum with help from a Strengthening Family Worker leading to a return to work and appropriate safeguards from the Police that reduced anxieties about potential future domestic abuse.

Outcome four: Increased engagement with the workforce during transformation of services

National Assessment and Accreditation System (NAAS) Project – NAAS was introduced by the DfE and first appeared in ‘Putting Children First’ (2016) as part of a series of reforms designed to support the development of Children’s Social Care Services across the country.

The aim was to support employers to develop the knowledge and skills of their social workers to enable practice that is more effective, in an ever-changing profession.

CWC took part in DfE's phase 2 roll out of NAAS alongside 14 other local authorities. The project itself closed in June 2020 following guidance from DfE on the temporary closure of assessment centres due to the Coronavirus pandemic.

At closure, the project had met DfE's target (20-30%) with 41 (25%) of social workers assessed. The overall Wolverhampton workforce response has been positive with many expressing that the assessment was both a challenging and a positive experience. As part of the sustainability of NAAS, a new Senior Restorative Practitioner post was created to ensure that the training offer continues.

Current levels of frontline staff on project steering groups (baseline taken from projects in business case or delivery) – these are the groups who will have a governance structure during this phase, as of the end of the reporting period March 2021.

Approximate project group membership profile across the programme:

Project	Total number of members	CWC Officers	CWC Frontline	Partners / Providers / Schools	Service User Reps
HeadStart	23	7	0	13	3
Family Values	36	9	23	0	4
Culture of Belonging	15	7	7	1	0
SEND Systems	18	8	8	1	1
SWIS	32	13	7	12	0
ICMS	11	0	0	0	0
Supporting Families	8	6	2	0	0
*Total	143	50 (35%)	47 (33%)	27 (19%)	8 (6%)

*Note that since the end of this reporting period, governance groups may have changed and been refreshed. Some identified partners may also have a frontline role and some members are represented on one or more group within a project structure so will have been counted twice.

TCSP has well-balanced representation of both officer and frontline membership as well as partners and providers actively engaging in our project governance structures.

The benefits to having frontline staff involved in projects include:

- Continuous professional development for individuals offering variety in duties
- Operational perspective from the senior user – the people who will most likely be affected by the changes a project can bring about
- Sharing of learning and experience from different professions
- Empowering frontline staff to be involved in strategic decisions
- Sharing of capacity between operational staff and managers or leaders involved in projects in times where there are less people to do more

Having frontline staff on project boards and steering groups is something TCSP is very committed to and will look to maintain over the coming years to better support 'positive business change'.

Outcome five: Increased number of children remaining in safe and stable homes, particularly those at higher risk

Supporting statistics (*source: CWC Insight and Performance*)

*the following statistics are from the wider Children and Young People (CYP) performance framework. They cannot be solely attributed to TCSP, but it is to be acknowledged that the project work through the programme will have contributed to improved practice, new ways of working and better outcomes for our children and young people alongside the huge service improvement effort that takes place across the directorate.

As of 31st March 2021:

- The rate of Children in Need per 10,000 of the under 18 population (CiN) was 145.8, down from 153.3 at year end 2019-2021
- Child Protection was 40.8, down from 42.4 at year end 2019-2020
- Children and Young People in Care was 88.9, down from 94 at year end 2019-2020
- The published rate of children starting to be looked after in 2018-2019 was 158, the 2019-2020 rate was 163 and the provisional 2020-2021 rate was 143.
- The published percentage of children and young people in care that end via adoption in 2018-2019 was 27%, the 2019-2020 percentage was 27% and the provisional 2020-2021 percentage was 14.7%.
- The number of Early Help Assessments (EHAs) has been increasing quarter on quarter with quarter four in 2019-2020 having an average 514 completed per month compared to 878 in Q4 2020-2021.
- When comparing quarter one 2020-2021 with quarter one 2021-2022 there has been an increase in the average number of EHAs completed in the quarter from 165.3 in 2020-2021 compared to 270.6 in 2021-2022.
- There have been 58 cases closed to Early Help and escalated to Social care in quarter one 2020-21 compared with 38 in quarter one 2021-22 (there were 28 in quarter four 2020-21 compared with 71 in quarter four 2019/20).

For further context to this performance data, please see Appendix 7 Children's Services Self-Evaluation Document 2021-22.

Outcome six: Improved partnership working with Education settings to support improved outcomes for children and young people

SWIS – As mentioned in outcome one, SWIS is a project that aims to evaluate and better understand if placing social workers in education settings improves outcomes for young people.

One of the key objectives of SWIS is to improve inter-agency working between education providers and the children's social care system. In working towards this, the project has the following arrangements as part of its governance:

- A weekly operational group attended by social workers and school staff
- A Monthly Steering Group with representation from the Head Teacher
- A Bi-monthly Peer Support Group with Head Teacher's and Designated Safeguarding Leads

Because of the SWIS approach to supporting children, young people and families within an education setting, multi-agency working is better enabled and allows for more thorough information gathering and professional curiosity across disciplines.

Social Workers can see first-hand children and young people who might be at risk of statutory intervention in a safe environment in order to make a more informed assessment of the what their needs and that of the family unit are, rather than going from an isolated written referral.

See Appendix 8 – SWIS Story of Difference, there is clear evidence that supporting children in a more holistic and restorative way leads to better outcomes for both the people and the organisations involved as this story sees a family, potentially wrongfully perceived as neglectful, were actually just in need of some help, support and access to appropriate services.

Culture of Belonging (CofB) – One of the key components of the CofB programme is the secondary school phase of the Inclusion Support and Alternative Provision Panel (ISAPP). ISAPP invites Wolverhampton secondary schools to refer pupils who are at risk of permanent exclusion or disengagement, or who are otherwise in need of significant additional support or alternative provision (and who are not in receipt of an Education, Health and Care Plan).

The panel meets fortnightly. Referrals are discussed with the headteacher, or referring officer, and an appropriate, SMART action plan is agreed to ensure pupils access the provision and support they need in a timely and coordinated manner.

118 referrals have been heard at ISAPP in the 14 months that it has been operational. In the 6 months following their referral:

- 112 pupils (95%) were not permanently excluded
- 92 pupils (78%) received no fixed term exclusions
- Only one pupil (0.8%) who was given a preventative placement in alternative provision was permanently excluded

- 2 previous permanent exclusions were withdrawn
- 14 pupils (12%) received an EHCP
- The attendance of 59 pupils (50%) is recorded as having improved
- 17 pupils (14%) were re-referred to ISAPP following an initial period of support
- Referrals to a wider range of agencies such as Power 2, Base 25, catch 22 and Wolverhampton 360 were made for pupils following referral to ISAPP

It also notable that, during the full school term during this period when schools were fully open (Autumn 2020), permanent exclusion rates for Wolverhampton schools were reduced by 56% compared to the previous autumn term. Fixed term exclusions were reduced by 32% by the same comparator. It is reasonable to assume that ISAPP played a role in that reduction supporting a coordinated, whole system approach to inclusive education.

Outcome seven: Improved opportunities for target cohorts (for example Children and Young People in Care, SEND, Young Offenders and Care Leavers)

Unaccompanied Asylum-Seeking Children Project (UASC) – With grant funding of £337,618 from the Controlling Migration Fund, Wolverhampton joined The National Transfer Scheme (NTS) and established its own Supporting the Emotional, Mental and Wellbeing of Unaccompanied Asylum-Seeking Children project.

The project, which closed in 2020, involved partners working jointly with up to 55 young unaccompanied asylum-seeking young people and was evaluated by the University of Wolverhampton. The full evaluation document is currently being finalised with a view to publication by the end of this Summer. As a result of carrying out the evaluation itself and the high regard of the findings, the University of Wolverhampton plan to fund the 'University of Wolverhampton Sanctuary Scholarship' for students who have sought refuge in the UK.

At closure, the project had achieved:

- 26 holistic needs assessments undertaken to identify mental health needs with a negotiated action plan with for each young person completed
- 33 unaccompanied asylum-seeking children referred for emotional health and wellbeing support
- Three awareness raising sessions jointly delivered with the Refugee and Migrant Centre (RMC) for professionals from social care, health and education
- 77 young people engaged with therapeutic sessions

Outcomes being carried forward into business as usual:

- Earlier specialist mental health assessment to determine if Children and Adolescents Mental Health Services (CAMHS) are required to ensure intervention that is timely and appropriate.

- A wellbeing group to continue at the RMC to support young people integrating with society and developing support networks.
- Continue to have a designated UASC well-being panel with the Local Authority and CAMHS to monitor and support asylum-seeking children
- Regular contact with young people to 'check in' on wellbeing and identify any emerging issues using a variety of communications channels such as WhatsApp.

Power2 – The Power2 project involved setting up a multi-agency team to work specifically with adolescents identified as being at risk of various forms of exploitation. The aim of the team was to work collaboratively to keep vulnerable young people from entering care and providing them with support and skills to exert more positive control over their lives and to live safely at home.

The project successfully recruited a team of professionals to work with young people aged up to 18. In September 2020, the project also launched an expanded team to work with young adults at risk of exploitation aged 18 to 25.

The benefits of this project have included helping young people at risk to:

- remain with their family and prevent them becoming looked after
- remain with their family and avoid admission to residential care
- remain in a foster care placement and avoid admission to residential care
- be less likely of engaging in risky and harmful behaviours
- have improved outcomes that helped to keep them safe

During this reporting period:

- 50 young people under 18 were working with the Power2 team
- 16 young people aged 18-25 year's old were working with the Power2 team
- 28 parents and carers of young people under 18 were working with the Power2 team
- 34 young people under 18 have successfully exited the service
- None of the 18 to 25-year olds have exited the service yet, they are all still receiving support

Please see appendix 9 – Power2 Case Study which highlights the success of a multi-agency approach to this target cohort of children, young people and young adults. You will see that outcomes for an individual were significantly improved following specialist Power2 intervention from a variety of agencies preventing ongoing and more serious risk of both financial and sexual exploitation and a reduction in other risky behaviours.

The Wolverhampton House Project – Winner of the 2021 CYP NOW National ‘Care Leavers’ Category Awards.

Young People:

“It’s a really good idea to allow us to build an environment we’re comfortable with”

“I learnt that it can get lonely when you move in to your own flat, but having the groups, will help me have friends around me

Wolverhampton Homes:

“I can assure you that working with colleagues on the House Project is a real pleasure not only because it is making so much impact on the lives of young people in the City but also because it is a great example of true partnership working”

Reconomy (partner):

“Covid-19, furloughed staff, and lockdowns have not stopped us from continuing to support this project. We are especially thrilled to be offering apprenticeships to five young people who are participating in the House Project “

Outcome eight: Increased resilience and emotional wellbeing amongst children, young people and families

HeadStart – The HeadStart Programme is in its third phase of delivery and is funded by the National Lottery Community Fund (NLCF). It is one of five programmes across the country. The programme aims to improve the emotional mental health and wellbeing of children aged 10-16 through new and innovative early help and prevention strategies reducing the risk of mental ill-health.

Since its Phase 3 inception, HeadStart has:

- Worked with 75 community organisations to develop emotional wellbeing and resilience support mechanisms for over 13,000 young people and 700 parents and carers living in four target areas of the city.
- Worked with 39 education settings across primary, secondary, special needs and a Pupil Referral Unit to deliver its school’s resilience programme in the four target areas of the city. This increased through partnership development to 53 settings and eight Strengthening Family Hubs (SFHs) since Covid-19. This extension of delivery was in response to the emotional wellbeing impacts of the pandemic on children in non-HeadStart target areas.
- Delivered the Wellbeing Toolkit to 1113 children and young people in schools across the city as well as to 21 young people as part of targeted work within SFHs.
- Delivered wellbeing ‘Train the Trainer’ sessions to over 200 members of staff in 21 schools and 27 staff in the SFHs.

The programme is extensively evaluated through the HeadStart Wellbeing Measurement Framework (WMF) currently in its fifth year and the Local Evaluation Measure (LEM), now complete. The evaluation uses various surveys to collect metrics that assess the resilience and emotional mental health of young people.

Headlines from the evaluation show:

- ✓ Children who had received HeadStart interventions in schools at year 7 saw either a decrease or an increase that was **less** than the national picture, in emotional and behavioural problems.
- ✓ Schools which had taken part in the HEROs peer support intervention programme showed a **higher level** of peer support and **less** difficulties between peers.
- ✓ Boys showed a higher score for emotional and behavioural difficulties in the survey taken in year 7, but they also showed a **larger improvement** in the scores as they moved through year 8 and 9.
- ✓ In schools where the SUMO resilience intervention had been undertaken by year 7, the empathy scores in the following years were **higher** than in schools where SUMO had not been undertaken (known as the 'tracker year').
- ✓ Year 7 girls scored lower than boys in the questions that measured empathy. However, the following year's surveys showed a **bigger** increase in scores relating to empathy.
- ✓ The Strengths and Resilience Survey (SRS) showed that young people in Wolverhampton had a **resilience that was higher than the national average**, this remained consistent throughout the first three years of the survey, with score **increasing** amongst the HeadStart Wolverhampton Schools.
- ✓ Commissioned providers ran the Strengths and Difficulties questionnaire (SDQ) with young people who regularly attended activities and interventions in a community setting. The survey indicated scores of **reduced emotional and conduct issues** in the young people taking part. The SDQ also indicated scores of **improved peer interactions**.

5. Learning

During the TCSP refresh, Board members, children and young people and Children's Services wider management team were given time to reflect on the past five years and acknowledge the achievements made by the programme under their leadership and influence. Key learning themes that came out of all the responses and have featured the 2020-25 Mandate were:

- The importance of good governance, strong leadership, and accountability
- The importance of user voice in service or project design, development and delivery
- Regular, relevant and honest communication

All the above are key to managing a successful programme and will be core TCSP principles over the next phase of transformation – this is evidenced

through our agreed vision and outcomes and commitment to a transformation communications and stakeholder management plan.

6. Priorities for 2021-2022

- **Successful delivery of the current programme** – this goes without saying and includes projects that are live and well into their Lifecycle but also TCSP's newest projects which will see majority of their delivery take place in the next reporting year: SEND Systems, Culture of Belonging, Transformation of Traded Services and the outcome from the Integrated Case Management Systems Project Business Case.
- **Communication** – as documented in the TCSP Mandate, improved communications about our transformation achievements will be a priority over the coming year. This will start with a transformation communications plan (see section 4.1 outcome 1) as part of a wider children and young people communications and engagement effort. It will also include partnership communications and sharing information with stakeholder groups as per the TCSP governance and in support of joint working.
- **Understanding co-production and what we mean by it in a project context** – there is much debate over what would be classed as co-production and what are other forms of consultation and engagement. CWC, through its participation team, work towards co-production moving through the steps on the co-production ladder. This will be used as a guide from project concept as to how to plan and work with end users on design and delivery. This might range from full co-production through to consultation but will help project teams to manage the expectations of any end user – children, the workforce or partners, and use the best method of engagement to achieve objectives.
- **Optimising the corporate approach to a 'Families Directorate'** – TCSP sits in the Children's Services Directorate under CWC's current senior leadership structure. A recent corporate announcement (approved by Cabinet) has outlined the establishment of a Families Directorate led by an Executive Director. The 'Families' theme will focus on continuing the work that has been done recently to bring together and further integrate children's and adult services and ensure a whole family approach to support and statutory services – it will put our residents at the centre of what we do. TCSP has a role in working alongside the Transforming Adults Service Programme (TASP) to share a vision for improved outcomes across a family unit. Matrix working across project objectives and programme outcomes will be key to achieving this.
- **Learning from Covid-19 and responding to changing needs and priorities** – through the Relight our City Plan, TCSP will continue to be guided by data, evidence and feedback to better understand if local needs have changed as a result of the pandemic. This approach is likely to fall into both transformation and day to day service

improvement but will focus on what works better and how we can best serve our communities in the recovery from Covid-19, particularly through innovation and use of technology.

- **Future transformation planning** – TCSP has already started building a strategic pipeline of projects including Children's Residential Provision, CAYPiC payments, Repeat Referrals and the Integrated Case Management System - Business Case Development so that when a project closes under the programme another can begin. Transformation is now also a regular agenda item across the leadership teams in Children's Services. These activities will assist in the five-year plan for transformation and will ensure that Board members have an outlet to think creatively about how the programme can continuously drive and resource improvement projects.
- **Maintaining representation from frontline workers on project groups with staff released from the business to lead ideas** – this practice is not unusual across the transformation programme. Frontline staff have and are involved, at varying levels, in transformation projects (see section 4.1 outcome 3). Going forward, the Board will continue to make conscious decisions to recommend frontline participation in projects and membership within project governance. Doing this may mean that resource needs to be released and or backfilled to ensure that staff are supported to take a role in projects but also that they are consulted with (not to) on their involvement. Longer term, the Board will encourage employees to own ideas and be part of the team that will move a project through its lifecycle.
- **Better budget planning at project Business Case** – the CWC project methodology moves projects through four gateways throughout the lifecycle: Options, Business Case, Delivery and Closure. With more commitment to new projects under TCSP, the Projects and Programmes team will work with the business, in particular Corporate Finance, to better understand financial modelling at the earliest stage. This will not only benefit the budget management of a project but will improve sustainability and the implications to a service when a project transitions to business as usual.

7. Programme Finance

TCSP does not have a dedicated budget, each project agrees its own budget arrangements and manages its finance through individual project boards.

Below details the value of each project and the cumulative total at a programme level:

Project	Funding type	Agreed budget at start of project	Total uplifts up to 31/03/2021	Project spend at end of 2020-21	Project purpose	Original projection	Value of savings / avoidance
HeadStart	Grant	£8,206,000	£1,283,000	£8,5534,000	Improved outcomes	-	-
Family Values	Revenue	£544,000	-	£487,000	Improved outcomes Cost avoidance	£989,000	£660,000 (as at closure – July 2021)
SWIS	Grant	£257,000	-	£174,000	Improved outcomes	-	-
Transformation of Traded Services	-	-	-	-	Improved outcomes	-	-
SEND Systems	Grant	£500,000	-	-	Improved outcomes	-	-
Culture of Belonging	-	-	-	-	Improved outcomes	-	-

Supporting Families Income:

Project	Total grant as of 01/04/2022	Receipt 20/21	2020-21 spend	Grant balance as of 01/04/2021
Supporting Families	£3.1 million	£1.1 million	£0.2 million	£4.0 million

Programme Team Costs:

Role	Grade	Hours	FTE	Funding source	2020-21 salary costs
Programme Manager	8	30	0.5 (of 0.8)	0.5 Supporting Families	24,537
Project Manager 1	7	37	1	0.5 HeadStart 0.5 Supporting Families	56,799
Project Manager 2	7	37	1	Supporting Families	9,000
Project Officer 1	6	37	1	Supporting Families	45,041
Project Officer 2	6	37	1	NAAS and Supporting Families	41,659
Project Officer 3	6	37	1	0.5 HeadStart 0.5 Supporting Families	32,600
					£209,636

General finance summary:

- The total value of this programme at the end of the reporting period is: £10.8 million
- The total receipt of Supporting Families income at the end of the reporting period is: £1.1 million (grant balance £4 million)
- The total value of cost avoidance across live projects at the end of the reporting period is: £660,000
- The total investment in resources at the end of the reporting period is: £209,636
- Each project contributes to improved outcomes
- The majority of TCSP projects are grant funded
- Not all projects have an allocated budget. Some projects are being delivered through officer time as a supplement to service improvement

It is important to note that the value of the programme is likely to be more as not all costs are visible in a budget. We know that there are many contributions to the delivery of a project most significantly, officer time and good will, that are not calculated. It is not an ambition of the programme to collect this information as the effort required would outweigh the benefit of understanding the true value, but it is important to acknowledge this.

There is an obvious opportunity to plan projects better financially from the outset and ensure a robust business case that supports delivery and sustainability of transformation. This is captured in section 6 Priorities for 2021-2022.

8. Risks and Issues**Unresolved programme risks (at end of reporting period):**

Category	Risk description	Risk Impact	Mitigation	Owner
Strategic	There is a risk that the impact Covid-19 may not be fully realised until well into the next phase of transformation	Impacting the agreed project portfolio and programme priorities	Keep the programme aligned to the Relighting our City Plan in the wake of Covid-19, proactively plan for future transformation and be agile in our approach to moving priorities	Emma Bennett (SRO)
Programme	There is a risk that the Programme Manager Contract could expire before the end of the programme end date if not renewed	Impacting capacity and structured coordination of projects and the overall programme	Proposal to be put to Strategic Lead on contract extension – same approach as with team contract extensions (also taking into consideration implications to Adults Services Transformation	Emma Bennett (SRO) and Andrew Wolverson (Project Executive)

Category	Risk description	Risk Impact	Mitigation	Owner
			Programme which has the same recorded issue)	

Unresolved programme issues (at end of reporting period):

Category	Issue description	Issue Impact	Mitigation	Owner
Project	Supporting Families - The outstanding technical and reporting issues with the Fibonacci and Power Apps IT system remain unresolved.	Failure to provide a resolution to all the identified technical issues has resulted in the information and data from the Troubled Families master sheet having to be transferred back to an excel spreadsheet. The unstable nature of the spreadsheet may lead to the loss of data and information on identified families on the project. This would impact significantly on the project meeting its target of 484 payment by results claims by the 31st of March 2021	The Troubled Families master sheet has been set up to back up daily to the main server. This will ensure that in the event of the master sheet spreadsheet becoming unstable a previous version can be accessed in a timely manner. Agreed to undertake user acceptance testing to identify any unresolved technical and functionality issues.	Escalated to: Andrew Wolverson – Strategic Lead Owner: Jai Ghai – Subject Lead

Please see Appendix 10 – Resolved TCSP risks and issues.

9. Associated Documents

Appendix 1 – TCSP Mandate 2020 – 2025



TCSP
Refresh-Mandate-Oct

Appendix 2 – TCSP Business Case



TCSP
Refresh-Business Case

Appendix 3 – Co-production Ladder



Appendix 3 -
Co-production Ladder.docx

Appendix 4 – SWIS Story of Difference



Appendix 4 - SWIS
Story of Difference.docx

Appendix 5 – HeadStart Parent/Carer Engagement Guarantee



Appendix 5 -
Parent-Carer Guarantee.docx

Appendix 6 – Supporting Families Case Study



Appendix 6 -
Supporting Families Case Study.docx

Appendix 7 – Children's Services Self-Evaluation Assessment



Appendix 7 - SEF
2021_22.pptx

Appendix 8 – SWIS Story of Difference



Appendix 8 – SWIS
Story of Difference.docx

Appendix 9 – Power2 Case Study



Appendix 9 - Power2
Case Study.docx

Appendix 10 – Resolved TCSP Risks and Issues



Appendix 10 -
Resolved TCSP Risks and Issues.docx

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Transforming Children's Services Programme 2020-2025

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Welcome - 'Setting the Scene'

The Transforming Children's Services Programme (TCSP) was initiated as an emergent programme in 2016 evolving from several projects ongoing in the Children's Services directorate at the time.

Over the past five years the programme has matured greatly and made significant progress in delivering a range of service improvements that have led to better outcomes for children and young people across the city.

In 2019, City of Wolverhampton Council's Children's Services and Education directorates joined together creating one portfolio under one director.

In July 2020, the TCSP Board collectively agreed that it was time to reflect on key achievements from the last five years and refresh the programme to ensure that transformation going forward represents the integrated priorities of Children's Services and Education.

Refreshing the programme starts with this mandate.

It will set out:

- The vision for the programme over the next five years
- The outcomes
- The strategic narrative and context for stakeholders



Children's Services Successes

Improved management of demand through:



Reducing the number of children and young people in care



Keeping them with their families where safe and appropriate



Reducing the amount of time children are in care



Supporting families to continue offering a stable home

Transformation of Early Intervention

Launch of



Establishment of Youth Engagement Team



Integrated Health, Social Care & Early Intervention



Strengthening Families Hub

Improved stability and permanence options through

Fostering & Adoption

Performance monitoring informing decision making



Successful projects



Unaccompanied Asylum-Seeking Children (UASC)



National Assessment and Accreditation System (NAAS) exceeds target for no. of accredited social workers



No-recourse to Public Funds (NRPF)

Savings of **£6 million** since 2016



Ofsted **good** outcome for Children's Services

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Agreed targets met:
Troubled Families Programme
Phase 1 & 2



Power2 Team



Implementation of Multi-agency Safeguarding Hub (MASH)



Successful delivery of **HeadStart** PHASE 3



Funding approved for **HeadStart** PHASE 4



Commissioning of Healthy Child Programme (0-19)



Positive impact on Ofsted inspections across the city

Increase Foster Carers through Family Values Project

Training achievements amongst workforce

Key achievements from our young people

These are some of the individual achievements and what it has meant working with us over the past months and years.

Page 60
It is evident from the views sought by young people that **making new friends** through engagement with our services, **gaining confidence** and **having a voice** have been the main highlights for those involved.



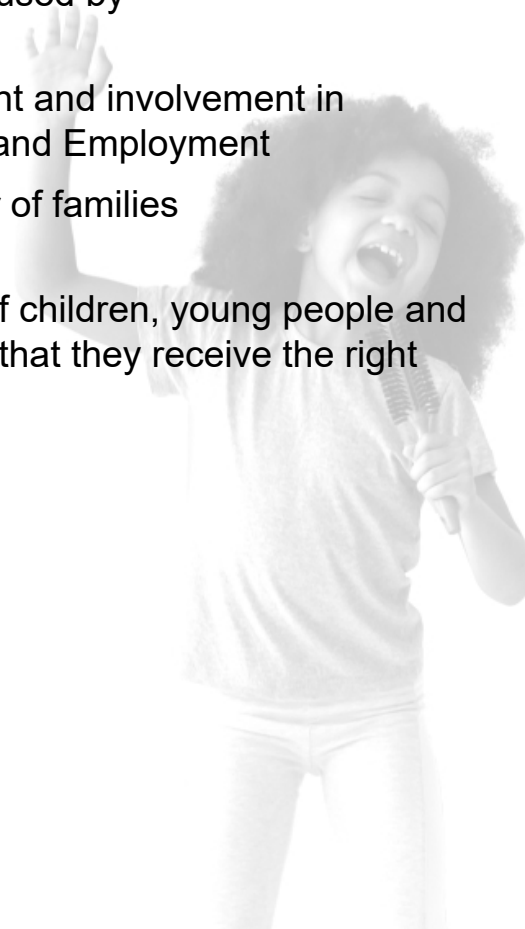
Strategic drivers

Page 61



Relevant Outcomes

1. Reduce the harm caused by child poverty
2. Increase achievement and involvement in Education, Training and Employment
3. Increase the number of families that are strong
4. Improve the health of children, young people and families by ensuring that they receive the right support



Strategic drivers

Page 62



Relevant Outcomes

1. Children and young people get the best possible start in life
2. Well skilled people working in an inclusive economy
3. Our Data
4. Our Technology
5. Our People



Strategic drivers

Page 63



Relevant Outcomes

Empowering People and Communities through the following priorities:

1. Undertaking early intervention and prevention
2. Supporting financial inclusion
3. Encouraging healthier lifestyles and independence at all stages of life
4. Supporting more people to be active within their communities
5. Encouraging the voluntary and community sectors



Strategic drivers

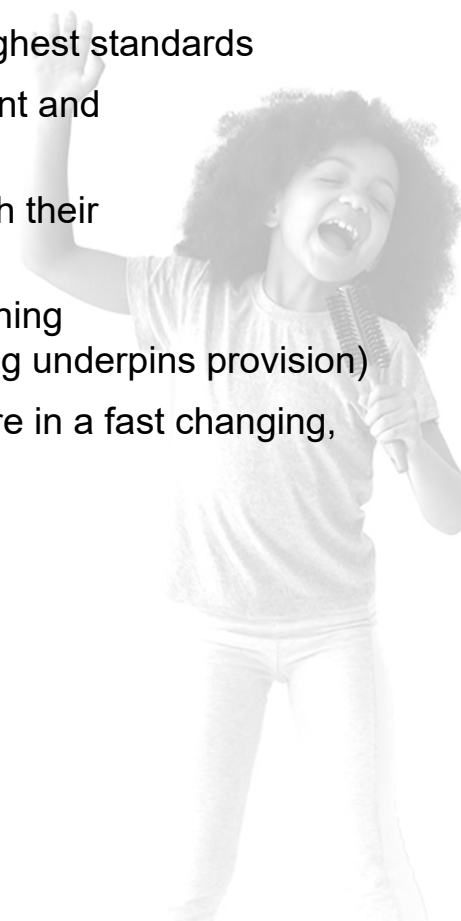
Page 64



Relevant Outcomes

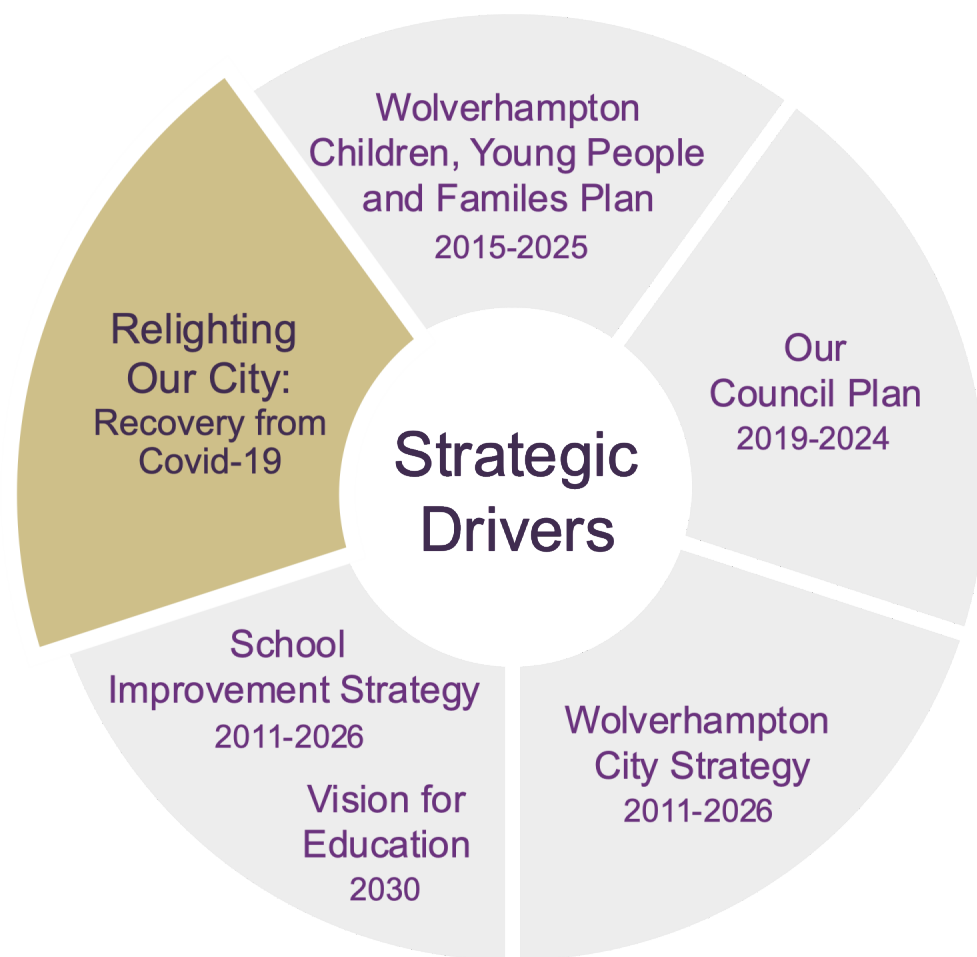
Core principles:

1. Promotes the very highest standards
2. Raises their attainment and closes the gap
3. Inspires them to reach their full potential.
4. Delivers a city of learning (where quality learning underpins provision)
5. Ensures a bright future in a fast changing, progressive city



Strategic drivers

Page 65



Relevant Outcomes

1. Support people who need it most
2. Create more opportunities for young people
3. Generate jobs and learning opportunities



Future aspirations

This is what 'good support' looks like for our young people....

Page 66



Programme Vision

The Transforming Children's Services Programme will have children, young people and families at the heart of all its activity.

*Our **ambitious** and **innovative** approach to **transformation** will improve outcomes for children and young people across the city of Wolverhampton generating **opportunity**, **equitably** and **inclusively**.*

*To ensure improved outcomes is at its core, **co-production** and **engagement** will be embedded throughout the programme and lived experience used as an indicator of **improvement**.*

*The programme will act as a driver for change whilst supporting transition to business as usual for the services and partners it works with. This will be done with efficiency, at pace and should always aim to **support** and **empower** children, young people, families, **communities** and our workforce.*

*Clear, consistent and relevant **communication** with all stakeholders will be key to this success.*

*The programme will continue to make evidence-based decisions whilst championing **creativity** in delivery. This will be true of projects that benefit children and young people universally as well as **making a difference** to specific groups who are most in need of our support. Evidence will also be used proactively to predict future need and demand.*

*Working collaboratively, the programme will ensure **committed** and **enthusiastic** leadership when striving to **achieve** outcomes and will build **trust** with the those affected by its outputs.*



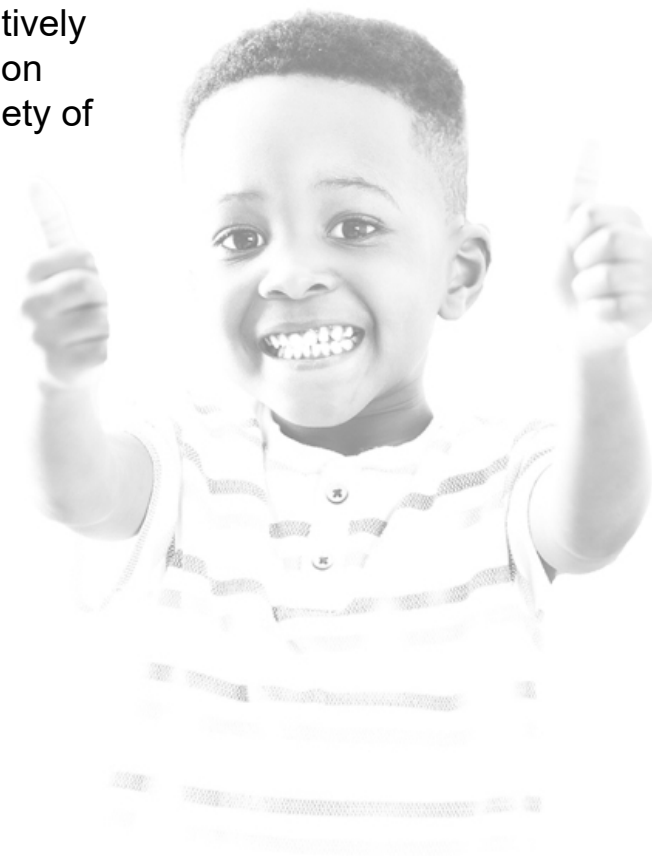
Programme Outcomes

Improve life outcomes for children, young people and families in Wolverhampton, through:

- **Increased relevant communication to all stakeholders affected by the programme**
- Increased co-production and engagement across associated projects
- Improved approach to working with children, young people and their families across the whole system
- Increased engagement with the workforce during transformation of services
- Increased number of children remaining in safe and stable homes, particularly those at higher risk
- Improved partnership working with education settings to support improved outcomes for children and young people
- Improved opportunities for target CYP cohorts (for example young offenders, care leavers, children with SEND and Looked After Children)
- Increased resilience and emotional wellbeing amongst children, young people and families

Key Measures

- A TSCP Communications Plan that is relevant to identified stakeholders and positively promotes transformation outcomes using a variety of media.



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Key Measures

- Five annual co-production initiatives reported to Board
- One (minimum) co-production commitment embedded in the 'Project Concept' phase
- Successful delivery of #YES



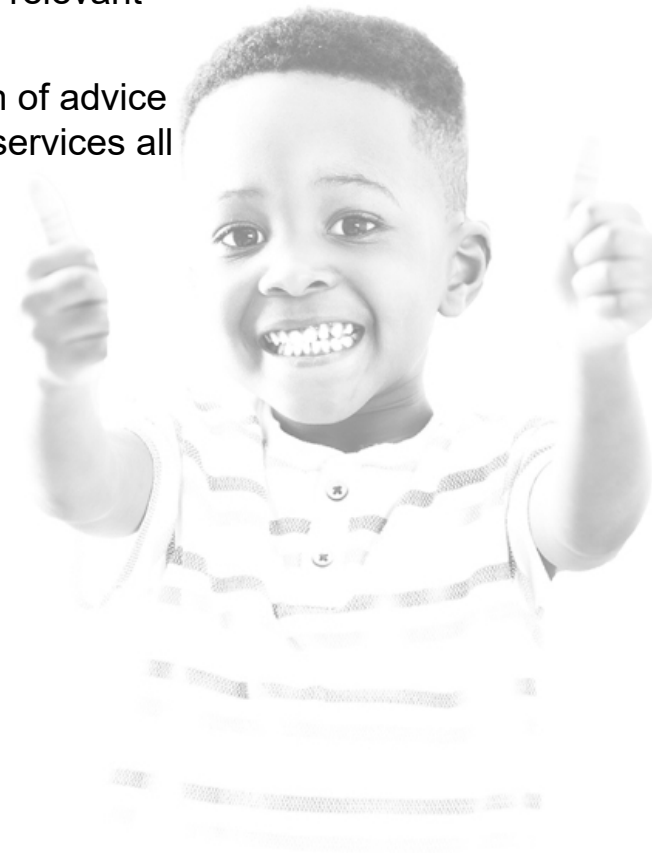
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Key Measures

- Improved parent support
- Successful delivery of relevant TCSP projects
- Improved coordination of advice and guidance on our services all in one place



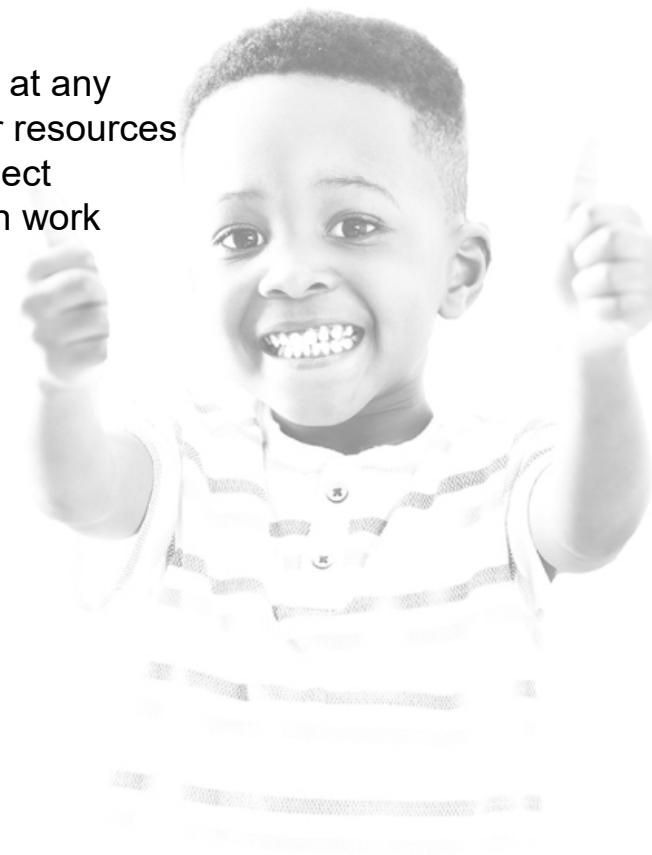
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Key Measures

- Increased levels of membership on project groups at front line level
- Minimum two projects at any one time that allow for resources to be released for project specific transformation work



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Key Measures

- Decrease in the rate of CiN, CP and CAYPiC
- Rate of Children starting to be looked after each year
- Percentage of Children and Young People in Care ends via adoption
- Increase in Early Help Assessments & Decrease in those that escalate to social care



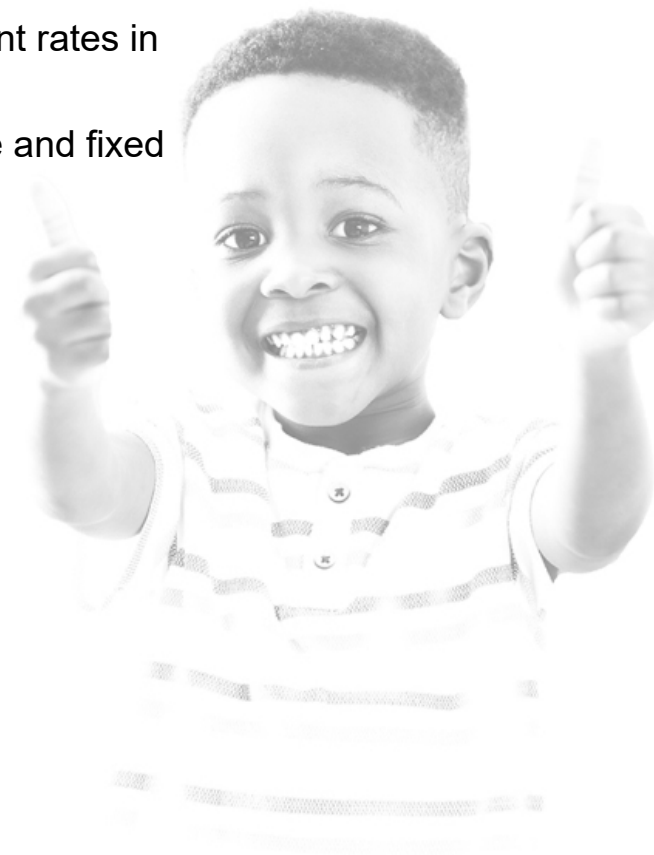
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- Increased resilience and emotional wellbeing amongst children, young people and families

Key Measures

- Successful delivery of relevant TCSP Projects
- Increased achievement rates in statutory testing
- Reduction in part time and fixed term exclusions



Programme Outcomes

Improve life outcomes for children, young people and families in Wolverhampton, through:

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- **Improved opportunities for target CYP cohorts (for example young offenders, care leavers, children with SEND and Looked After Children)**
- Increased resilience and emotional wellbeing amongst children, young people and families

Key Measures

- Improved access to 'ordinary life' opportunities for cohorts of children who are most in need (to be driven by data and or professional judgement)



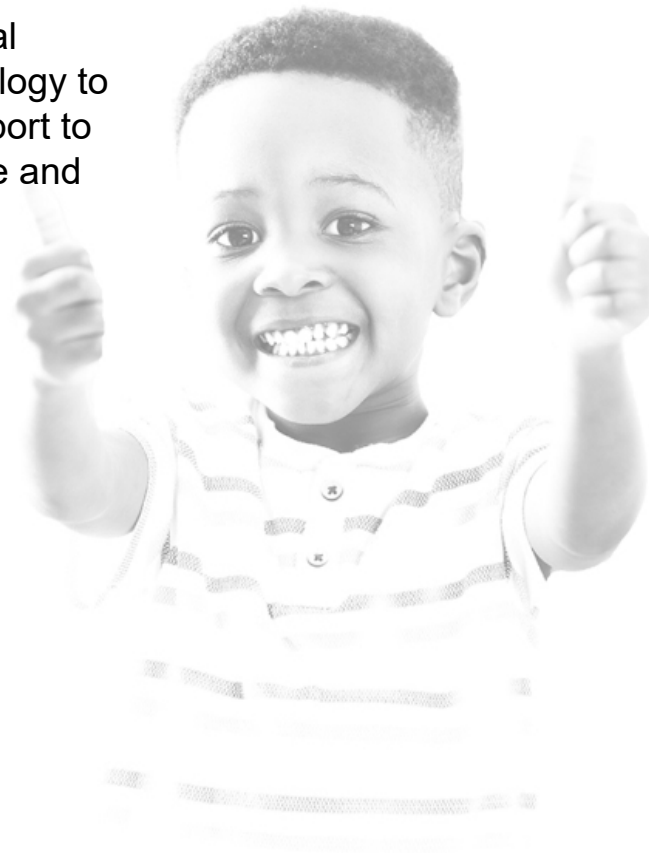
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- **Increased resilience and emotional wellbeing amongst children, young people and families**

Key Measures

- Improved emotional mental health and wellbeing
- Increased use of digital innovation and technology to engage and offer support to children, young people and families



Some of the TCSP Projects



The House Project

To support young people in care need to achieve successful independence through investment and engagement in their future home enabling safe, well and independent living amongst a community of support.



Family Values

To achieve strong improvements to the overall enquiry rate, conversion rate and leaver rate of foster carers.



HeadStart

To bring together and share skills, knowledge and expertise to develop and deliver a series of innovative interventions that prevent young people aged 10-16 years developing common mental health problems.



Supporting Families

To significantly improve and sustain outcomes for vulnerable families in Wolverhampton in line with funding eligibility criteria.



Social Workers in Schools

To evaluate and better understand if placing social workers in education settings improves outcomes for young people, how well those outcomes are improved and the circumstances that lead to improvement.



Culture of Belonging

For all children and young people growing up to experience a positive sense of belonging that enables them to engage positively and achieve educationally.



SEND Systems

To ensure the council has robust systems in place to respond to and manage demand across SEND services, therefore supporting the SEND Partnership to achieve the best value for money on its investments.



Eclipse Children's

Achieve the successful replacement of existing stand alone, on premise, server-based systems with a single more technically advanced, cloud hosted system that offers multi-agency practitioners 'one view' of a child's support record.

TCSP Annual Report 2020-2021 Highlights

Key achievements:

- Family Values Project saw **increased foster carer enquiries** between April 2020 and March 2021 - **419** first contacts, the **highest to date** despite the disruption of the Coronavirus pandemic
- The Supporting Families Programme (formerly Troubled Families) **reaching its payment by results** target working with **289** families. In the same reporting period **484** families went on to achieve significant and sustained progress in line with the Supporting Families Outcomes Plan. The total grant received was **£1.1 million**
- **Service wide implementation** of Eclipse (the children's care record system)
- **Successful closure** of the Power2 project which in this reporting period worked with **50** young people under the age of 18, **16** young people aged 18-25, **28** parents and carers with **34** young people having successfully exited the programme which focusses on specialist support for those at risk of exploitation
- **Successful closure** of the Wolverhampton House Project, which successfully transitioned **10** Wolverhampton care leavers to living independently in their own homes.
- **Launch of the #YES** (Youth Engagement Strategy) as part of the HeadStart Sustainability Plan – which included a huge commissioned community effort and bespoke school's programmes (total value £1.3 million) to support children, young people and families during the Coronavirus outbreak.
- **Programme growth** with the initiation of the Culture of Inclusion, Culture of Belonging, Transformation of Traded Services and Social Workers in Schools projects
- **41 social workers assessed** at project closure of the National Assessment and Accreditation System (NAAS) meeting the Post Qualifying Practice Standards (PQPS).
- Support coordinated and delivered by the TCSP team during the Coronavirus outbreak outside of programme – **a true OneCouncil approach**.

TCSP Annual Report 2020-2021 Highlights

SRO Appraisal – Emma Bennett Executive Director for Families:

“TCSP is performing really well against its vision. As a programme Board, we are clear on what our transformation priorities are, what projects sit under the programme and how we use resources to delivery change. As SRO, I am more than happy with the progress against our outcomes and as seen in this report, each project is making a real difference to our professional practice, the way we work across systems, and most importantly, a better quality of life for the children and young people we support.

∞The Board continue to oversee and monitor progress, manage risks and issues effectively, move things forward at pace and have demonstrated a strong OneCouncil approach. This has been even more evident over the last 18-months with the Coronavirus pandemic. By having a strong governance structure in place, the Board have been able to make decisions quickly and divert transformation effort to where it was needed most.

At the end of 2020, we refreshed the programme and widened the remit with the joining up of Children’s Services and Education and now the programme has a third of its project activity focussed on improvement across education settings working alongside Children’s Services. Going forward our position on what the Board oversees and what we need to progress for me, is very defined”.

TCSP Annual Report 2020-2021 Highlights

Outcome 1: Increased communication to stakeholders

- In 2021 it was agreed by the TCSP Board to have, for the first time, a **communications plan for transformation**
This plan will support the effort on celebrating success at a programme and project level
- Promote the launch of new products, services and ways of working across the directorate
- Most importantly, **highlight the positive impact** that transformation projects have on children, young people and their families.

Outcome 2: Increased co-production and engagement across associated projects

- This is already **done well and with passion** across TCSP and the wider service. The programme will remain committed to listening to children, young people and their families across all its projects.
- **The Wolverhampton House Project** is the perfect example of working alongside children and young people to achieve goals. This project saw young people involved from the start, from their input and creativity into the funding application and ideas on how care leavers can be better supported into independence through to their ownership of tenancy agreements, home decoration and establishing a support network.
- Care leavers were integral to each phase of this project from its concept to its closure.

Outcome 3: Improved approach to working with CYP and families across the system

- **Supporting Families** is a programme that aims to take a system wide approach to improve and sustain outcomes for vulnerable families through partnership working and multi-agency practice.
- Supporting Families has worked with **hundreds** of eligible families using a 'team around the family' approach where multi-discipline professionals from social care and health through to community groups and charities will work with a family focussing on individual needs.
- As seen in the case study in the Annual Report, this coordinated support and signposting effort can successfully help people to return to work and live in a safer home environment away from domestic abuse.

TCSP Annual Report 2020-2021 Highlights

Outcome 4: Increased engagement with the workforce on projects

- **THANK YOU** to all employees, frontline or back office, that contribute to the many projects that have and continue to be delivered through the transformation programme!
- This is also something that TCSP does well with a **third of its membership** across all project governance structures coming from frontline employees
- Whilst many do this on top of their day job, it is important to recognise this role on projects as often these individuals are representative of the workforce and can influence or challenge projects that will bring about new ways of working when in the context of 'day to day'.

Outcome 5: Increased number of children remaining in safe and stable homes

- Whilst TCSP cannot and should not be attributed solely to the increasing number of CYP remaining in safe and stable homes, it does contribute to this corporate aim through its associated projects.
- TCSP, in the main, adds value to the already **tremendous effort** that takes place across children's services and education to safeguard children and give them the best start in life.
- Statistical highlights include: **a reduction in the rate of CiN, a reduction in the number of CYP in care and the rate of CYP starting to be looked after** as well as an **increase in the number early help assessments** meaning people are getting help sooner.

Outcome 6: Improved partnership working with Education settings

- **Culture of Belonging** is one of the newest projects to the transformation programme. The Project aims to reduce fixed term exclusions and elective home education.
- One of the key components of the project is the secondary school phase of the Inclusion Support and Alternative Provision Panel (ISAPP).
- Referrals are discussed with the headteacher, or referring officer, and an appropriate, SMART action plan is agreed to ensure pupils access the provision and support they need in a timely and coordinated manner.
- Fixed term exclusions in this reporting period **reduced by 32%**. It is reasonable to assume that ISAPP, which received 118 referrals, played a role in that reduction supporting a coordinated, system approach to inclusive education.

TCSP Annual Report 2020-2021 Highlights

Outcome 7: Improved opportunities for target cohorts of CYP

- Grant funding of **£337,618** was secured from the Controlling Migration Fund so that Wolverhampton could set up its own 'Supporting the Emotional, Mental and Wellbeing of Unaccompanied Asylum-Seeking Children (UASC) project. UASC closed in 2020 with achievements including: **26** needs assessments completed, **33** referrals for emotional health support and **77** young people engaged in therapeutic sessions.
- Ongoing work with this cohort includes early specialist mental health assessments, a wellbeing group offering support from the RMC, a dedicated UASC panel, regular wellbeing check-ins with CYP and a UofW 'Sanctuary Scholarship'

Outcome 8: Increased resilience and wellbeing amongst CYP and families

- **HeadStart** is in its third phase of delivery and is funded by the National Lottery Community Fund (NLCF). It aims to improve the emotional mental health and wellbeing of children aged 10-16 through new and innovative early help and prevention strategies reducing the risk of mental ill-health.
- HeadStart is heavily evaluated and throughout phase 3 delivery in **39** schools, **75** community groups, with **700** parents and carers and over **13,000** young people, headlines include: emotional and behavioural difficulties measured less than the national average, improved emotional and conduct issues in a community setting, increased empathy for peers and overall higher resilience amongst young people.
- HeadStart is due to close in July 2022 with much of its learning now part of **#YES**

TCSP Annual Report 2020-2021 Highlights

Priorities for 2021-2022:

- Successful delivery of the current and future programme
- More communication to our stakeholders about TCSP, its success, its services and its new ways of working
- Understanding co-production and what we mean by it in a project context
- Optimising the corporate approach to a 'Families Directorate'
- Learning from Covid-19 and responding to changing needs and priorities Relight our City
- Future transformation planning and ensuring improvements to service delivery are continuously explored
- Maintaining representation from frontline workers on project groups with staff released from the business to lead ideas
- Better budget planning at project Business Case

CITY OF
WOLVERHAMPTON
COUNCIL

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Scrutiny Work Programme (draft)

Children, Young People and Families Scrutiny

Panel 2021-2022

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General Role of the Scrutiny Board and Scrutiny Panels	9
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Scrutiny – A New Approach – **Connected City**

1. **Roles and expectations** have been defined for the Chairs of Scrutiny Panels, Strategic Executive Board (SEB) leads and Scrutiny Officers; creating a collective understanding of scrutiny's role within the Council. These can be seen in Appendix A.
2. Effective **work planning and agenda setting** will take place to produce **jointly owned work plans**.
3. Regular briefings will be arranged with the Scrutiny Panel Chair, Vice Chair, SEB lead and scrutiny officer to enable a shared understanding of priorities and reviews of progress and recommendations.
4. **Improved communication:** 'You said we did' updates and publicity (including social media)
5. Creation of a **strong organisational culture** that supports scrutiny work that **adds real value** and **evidences impact**.

Work Programme considerations:

- 1. Is the issue in the public interest?**
- 2. How can scrutiny add value by looking at it?**
- 3. Where is the evidence to support looking at this issue?**
- 4. Can we evidence impact?**
- 5. Is there a change to National Policy?**
- 6. Does it affect citizens across the City?**
- 7. Are there performance concerns?**
- 8. Is it a safety issue?**

Children, Young People and Families Scrutiny Panel

Chair: Cllr Rita Potter	Vice Chair: Cllr Adam Collinge	SEB Lead: Emma Bennett	Scrutiny Lead: Earl Piggott-Smith
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Date of Meeting	Agenda Publication	Item Description	Lead Report Author	Council Plan Priority	Notes
				Children and young people get the best possible start in life	
14 July 2021	6 July 2021	1. Principal Social Worker Annual Report 2. Education Excellence Strategy (pre-decision scrutiny) 3. Children and Young People's Social Work Self-Evaluation	Jenny Rogers Brenda Wile and Phil Leivers Alison Hinds		
14.9.21		Panel member visit to The Way			
October 2021 - tbc		Panel member visit to Green Park School to look at SEND provision			

13 October 2021	5 October 2021	<ol style="list-style-type: none"> 1. Feedback on the outcomes and lessons learnt from the Yo! Summer Festival programme 2. SEND Update 3. Transforming Children Services programme, vision and annual report 2021 	<p>Andrew Wolverson</p> <p>Brenda Wile/Helen Bakewell/ Sarah Baker – Voice of Parents</p> <p>Emma Cleary</p>		Report to include details on work done to prepare for the inspection of service and headlines from inspection
2 February 2022	25 January 2022	<p>Spotlight on Education</p> <ol style="list-style-type: none"> 1. Virtual School – progress report 2. Educational Performance Report 3. Social Workers in Schools: Evaluation Report 	<p>Darren Martindale</p> <p>Phil Leivers</p> <p>Louise Anderson</p>		Virtual School promotes the educational achievement of children and young people in care through a range of strategies including direct pupil support and training/advisory work with schools

17 March 2022	8 March 2022	Spotlight on Safeguarding 1. Social Work Health Check 2. Report on the work of the Exploitation HUB and Evaluation of MASH 24 3. Supporting our vulnerable adolescents at risk of exploitation – including an update on Power2 Team	Jennifer Rogers Alison Hinds Rachel King		
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Agenda items – actions agreed in 2020-21 – update

Action	Update
Report on the experiences of young people of being educated remotely and the work being done to meet different needs and support remote learning.	Heather Clarke to lead drafting of briefing paper to be shared with the panel.
Report on the issues of apprenticeships and job opportunities for care leavers, particularly given the challenging employment situation.	A report presented by Alison Hinds to the Corporate Parenting Board on current progress sent to panel members.
Report on the progress of implementing the School Improvement Strategy 2018-2021.	Brenda Wile presented report to July 2021 panel meeting. The document has been retitled Education Excellence Strategy

Information Items

1. Briefing paper on support to given to schools to manage Covid pandemic and update on proposed plans for a vaccination rollout programme for children. The paper to include work done to support Covid testing and the distribution of testing kits. Brenda Wiles.
2. Briefing paper on provision for post 16 education and support offered to young people – Alison Hinds.

Scrutiny Panel Remit & Functions

Children, Young People and Families Scrutiny Panel

The scrutiny of the provision of all local authority services for children and young people including education, early intervention and prevention, social care, special needs and commissioned services and children's safeguarding including child exploitation

Specific responsibilities

The Panel will have responsibility for scrutiny functions as they relate to:

- Children in need/child protection
- Children and young people in care and care Leavers
- Early intervention and prevention
- Youth offending
- Children's commissioning
- School planning and resources
- Standards and vulnerable pupils
- Family learning
- School improvement
- Special educational needs
- Early years
- Youth employment, skills and apprenticeships

General Role of the Scrutiny Board and Scrutiny Panels

Within the terms of reference set out in the Overview and Scrutiny Procedure Rules, the Scrutiny Board will:

1. Co-ordinate the work of the Scrutiny Panels and Scrutiny Review Groups.
2. Receive annual reports from the Councillor Champion and give consideration to the work undertaken and issues that the Councillor Champion wishes scrutiny to consider investigating further.
3. Maintain regular dialogue with the Cabinet on service improvement, performance management of cross-cutting issues, policy development and budgetary provision.
4. Oversee and ensure access to appropriate learning and development for scrutiny Councillors.
5. Discharge the call-in procedures relevant to its overarching role.

The Scrutiny Panels will:

1. Maintain regular dialogue with the Cabinet, Scrutiny Board and Councillor Champions.
2. Ensure that members of the public and stakeholders are informed of and involved in issues within the remit of each Panel.
3. Discharge the call-in procedure relevant to their terms of reference.

Appendix A: Roles and Responsibilities

1. Chair of Scrutiny Panel:

- To attend fortnightly meetings with the SEB lead and Scrutiny Officer
- To attend agenda setting meetings and other relevant briefings on a regular basis
- To contribute to the work planning for the panel and to bring forward relevant topics and issues for inclusion
- To chair meetings in a fair and open way and to encourage participation from panel members
- To attend Scrutiny Board (where appropriate) to provide feedback and updates on progress
- To prepare, when possible, questions in advance of a meeting to allow for healthy debate and to ensure that clear resolutions are made that add value and show impact
- To act as champion for scrutiny and to represent the best interests of the citizens of Wolverhampton

2. SEB Lead:

- Meet with the Chair, the Vice Chair and the Scrutiny Officer fortnightly to discuss upcoming issues, updates from previous meetings, workplans and any other relevant business as agreed by all parties.
- Recommend topics for inclusion on the workplan, working proactively with the Chair, Vice Chair and Scrutiny Officer to address any issues/opportunities/challenges that fit with the remit of the panel.
- To advise on the viability of any issues put forward by the panel for inclusion on the work plan.
- To attend relevant Scrutiny Panel meetings and provide an update at each meeting on any relevant issues within the remit of the panel. Also, attending Scrutiny Board (as appropriate) to provide feedback.
- To act as a champion for scrutiny in the Council and to encourage engagement with the scrutiny function and promote a healthy culture within which scrutiny can thrive

3. Scrutiny Officer:

- Provide support and guidance to the panel, its members, officers, partners and other stakeholders regarding the scrutiny function
- To ensure openness and transparency in the scrutiny function and to make sure that information is continuously shared and communicated between all relevant parties in a timely and suitable fashion
- To ensure that the appropriate persons are invited to meetings and that they are given adequate time to prepare and to provide guidance and support where appropriate
- To manage the administration of all relevant panels and meetings within statutory timescales
- To carry out research and information gathering exercises when required
- To provide advice on policy and legislation where appropriate
- To ensure that all resolutions are followed up and responses or actions fed back, monitored and recorded
- To act as liaison between the Chair and the SEB lead to ensure a shared understanding of priorities and work planning.
- To manage the agreed work plan and its outcomes to show impact and added value

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